



# Seizing Opportunities with **Cost Leadership,** **Strengthen Market** **Position and Competency** **Improvement**

Meraih Peluang melalui Cost Leadership,  
Penguatan Posisi Pasar dan  
Peningkatan Kompetensi



# METODE PENYUSUNAN DAN TENTANG LAPORAN TAHUNAN

## PREPARATION METHOD AND ABOUT ANNUAL REPORT

Laporan Tahunan PT Semen Baturaja Tbk Tahun Buku 2022, dengan tema “Meraih Peluang melalui *Cost Leadership*, Penguatan Posisi Pasar dan Peningkatan Kompetensi” atau “*Seizing Opportunities with Cost Leadership, Strengthen Market Position and Competency Improvement*”, disusun berdasarkan pada Anggaran Dasar Perusahaan; Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas; Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik; dan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara 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.

Laporan Tahunan PT Semen Baturaja Tbk Tahun Buku 2022, disajikan dalam dua bahasa yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah di baca dan di cetak dengan kualitas yang baik. Laporan Tahunan ini juga dapat dilihat dan di unduh di website resmi, yakni <https://semenbaturaja.co.id/>.

The Annual Report of PT Semen Baturaja Tbk for Fiscal Year 2022 is prepared based on the Company's Articles of Association, Law No. 40 of 2007 concerning Limited Liability Companies, Financial Services Authority Circular No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies, and Circular letter of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises. The theme for this year's report is “*Seizing Opportunities with Cost Leadership, Strengthen Market Position and Competency Improvement*”.

The Annual Report of PT Semen Baturaja Tbk for Fiscal Year 2022 is presented in two languages, namely Indonesian and English, using an easy-to-read font type and size, and high-quality printing. This Annual Report can also be viewed and downloaded from the official website, <https://semenbaturaja.co.id/>.



# SANGGAHAN DAN BATASAN TANGGUNG JAWAB DISCLAIMER

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perusahaan, 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 Perusahaan, serta lingkungan bisnis di mana Perusahaan menjalankan kegiatan usaha. Perusahaan tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil tertentu di masa yang akan datang, karena dapat dipengaruhi oleh beberapa faktor di luar kendali Perusahaan.

Pada Laporan Tahunan ini, penyebutan kata "Perusahaan" yang didefinisikan sebagai PT Semen Baturaja Tbk yang menjalankan usaha di bidang industri persemenan. Adakalanya kata "Semen Baturaja" atau "SMBR" digunakan atas dasar kemudahan untuk menyebut PT Semen Baturaja Tbk secara umum. Penyebutan satuan mata uang "Rupiah", "Rp", atau "IDR", merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dollar AS", atau "USD", merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah sesuai dengan Standar Akuntansi Keuangan Indonesia.

This Annual Report contains statements about the financial condition, operating results, projections, plans, strategies, policies, and objectives of the Company. These statements are considered forward-looking statements according to applicable laws and regulations, except for historical matters. Such statements involve risks and uncertainties, and actual developments may materially differ from those reported.

The forward-looking statements in this Annual Report are based on various assumptions regarding the current and future conditions of the Company, as well as the business environment in which it operates. The Company does not guarantee that the validity of these statements will result in certain outcomes in the future, as they can be influenced by several factors beyond the Company's control.

In this Annual Report, the term 'Company' refers to PT Semen Baturaja Tbk, which operates in the cement industry. For convenience, the terms 'Semen Baturaja' or 'SMBR' may also be used to refer to PT Semen Baturaja Tbk. The currency unit 'Rupiah', 'Rp', or 'IDR' refers to the official currency of the Republic of Indonesia, while 'US Dollar' or 'USD' refers to the official currency of the United States. All financial information is presented in Rupiah in accordance with Indonesian Financial Accounting Standards.









## PENJELASAN **TEMA** THEME EXPLANATION

### Seizing Opportunities with **Cost Leadership,** **Strengthen Market** **Position and Competency** **Improvement**

Meraih Peluang melalui *Cost Leadership*,  
Penguatan Posisi Pasar dan Peningkatan  
Kompetensi

Semen Baturaja terus berupaya untuk meningkatkan kinerja Perusahaan, melalui inisiatif strategi yang inovatif dan efektif dalam menghadapi persaingan di industri semen nasional yang semakin kompetitif dan upaya untuk menciptakan pertumbuhan kinerja yang berkelanjutan. Perusahaan telah merumuskan berbagai kebijakan dan inisiatif strategis yang tengah dijalankan tentunya dengan tetap mematuhi regulasi yang berlaku serta memperhatikan aspek risiko yang mungkin akan timbul. Perusahaan terus berupaya mencapai peningkatan volume penjualan dan *market share* melalui penguatan *customer relation*. Perusahaan juga melakukan berbagai upaya efisiensi biaya di berbagai bidang, seperti biaya produksi, logistik dan keuangan salah satunya dengan menjalankan program *plant automation* berbasis industri 4.0. Perusahaan pun memberikan perhatian penuh terhadap aspek SDM melalui inisiatif *Competency Improvement of Employee* yang secara konsisten terus dikembangkan untuk menciptakan SDM yang unggul dan profesional dalam rangka menghadapi persaingan dan meraih peluang untuk peningkatan kinerja Perusahaan.

Semen Baturaja is committed to improving its performance through innovative and effective strategic initiatives, in response to the increasingly competitive national cement industry, while striving for sustainable growth. The Company has formulated various policies and strategic initiatives, which are being implemented while complying with applicable regulations and considering potential risks. The Company aims to increase sales volume and market share by strengthening customer relations, while also implementing cost-efficient practices in production, logistics, and finance. One such initiative is the Industry-based Plant Automation Program 4.0. Additionally, the Company is focused on improving its human resources through the Competency Improvement of Employee initiative, consistently developing professional and skilled personnel to face competition and seize opportunities to improve the Company's performance.





# KESINAMBUNGAN TEMA

## THEME CONTINUITY

### Visi untuk Memimpin dengan Nilai Berkelanjutan

*"Vision to Lead with Sustainable Values"*



2018

### Mendorong Inovasi dalam Mengembangkan Hubungan

*"Driven to Innovate Growing Network"*



2019

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

Maintaining and implementing the best values is the key for the Company to address every challenge. With an optimistic spirit and strategically formulated policies, the Company is prepared to advance further and achieve stronger performance in the competitive landscape.

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

Semen Baturaja believes that innovation and change are the key to sustainable growth, and can maintain enthusiasm among employees to face existing challenges. The Company's efforts to generate profits, business opportunities, and improve operations require support from all *stakeholders*. Therefore, developing good relations with *stakeholders* is also a focus of the Company's improvement efforts in 2019.



## Bangkit Menghadapi Tantangan *"Rising to The Challenge"*



Tahun 2020 menghadirkan tantangan berat bagi Perusahaan. Saat industri semen dalam negeri masih dalam kondisi kelebihan kapasitas, permintaan pasar justru melemah sebagai dampak dari merembaknya pandemi COVID-19. Menghadapi tantangan tersebut, Perusahaan 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, Perusahaan 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.

In 2020, the Company faced tough challenges, as the domestic cement industry was still experiencing overcapacity and market demand weakened due to the COVID-19 pandemic. In response, the Company swiftly adapted through a series of initiatives focused on operational efficiency and resource optimization. Innovation was encouraged to identify new opportunities for performance improvement, while synergy and collaboration between units and employees were strengthened. Through these steps, the Company maximized its potential to survive in a difficult business environment and laid 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 pada tahun 2021 terus mengintensifkan langkah-langkah efisiensi operasional dan optimalisasi sumber daya dari tahun sebelumnya. Perusahaan 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 Perusahaan menjadi lebih baik pada tahun 2021.

Continuing the theme of 'Rising to the Challenge' from 2020, Semen Baturaja will intensify operational efficiency measures and optimize resources in 2021. The Company will also focus on strengthening collaboration and digitalization to drive sales and expand market share. With positive momentum in market demand, these steps have contributed to the Company's improved performance in 2021.





# DAFTAR ISI

## TABLE OF CONTENTS

|    |                                                                                                    |
|----|----------------------------------------------------------------------------------------------------|
| 2  | <b>METODE PENYUSUNAN DAN TENTANG LAPORAN TAHUNAN</b><br>PREPARATION METHOD AND ABOUT ANNUAL REPORT |
| 3  | <b>SANGGAHAN DAN BATASAN TANGGUNG JAWAB</b><br>DISCLAIMER                                          |
| 5  | <b>PENJELASAN TEMA</b><br>THEME EXPLANATION                                                        |
| 6  | <b>KESINAMBUNGAN TEMA</b><br>THEME CONTINUITY                                                      |
| 8  | <b>DAFTAR ISI</b><br>TABLE OF CONTENTS                                                             |
| 12 | <b>PENCAPAIAN KINERJA 2022</b><br>PERFORMANCE ACHIEVEMENTS 2022                                    |
| 16 | <b>KEUNGGLAN KAMI</b><br>OUR EXCELLENCE                                                            |

## IKHTISAR KINERJA

### PERFORMANCE HIGHLIGHTS

|    |                                                                                                                                                               |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22 | <b>IKHTISAR DATA KEUANGAN PENTING</b><br>KEY FINANCIAL HIGHLIGHTS                                                                                             |
| 28 | <b>IKHTISAR OPERASIONAL</b><br>OPERATIONAL HIGHLIGHT                                                                                                          |
| 29 | <b>IKHTISAR SAHAM</b><br>SHARES HIGHLIGHTS                                                                                                                    |
| 34 | <b>INFORMASI MENGENAI OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI YANG MASIH BEREDAR</b><br>INFORMATION ON BONDS, SUKUK OR CONVERSION BONDS STILL IN CIRCUMSTANCES |
| 34 | <b>INFORMASI SUMBER PENDANAAN LAINNYA</b><br>INFORMATION ON OTHER SOURCES OF FUNDING                                                                          |
| 35 | <b>KILAS PERISTIWA</b><br>EVENTS HIGHLIGHTS                                                                                                                   |

## LAPORAN MANAJEMEN

### MANAGEMENT REPORT

|    |                                                                                                                                                                                                                          |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 46 | <b>LAPORAN DEWAN KOMISARIS</b><br>REPORT FROM BOARD OF COMMISSIONERS                                                                                                                                                     |
| 58 | <b>LAPORAN DIREKSI</b><br>REPORT FROM BOARD OF DIRECTORS                                                                                                                                                                 |
| 82 | <b>SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2022</b><br>RESPONSIBILITY STATEMENTS OF BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ANNUAL REPORT 2022 |

## PROFIL PERUSAHAAN

### COMPANY PROFILE

|     |                                                                                                                                                                                                                                                                                                                                                                                              |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 86  | <b>IDENTITAS DAN INFORMASI UMUM PERUSAHAAN</b><br>CORPORATE IDENTITY AND GENERAL INFORMATION                                                                                                                                                                                                                                                                                                 |
| 88  | <b>RIWAYAT SINGKAT PERUSAHAAN</b><br>BRIEF HISTORY OF THE COMPANY                                                                                                                                                                                                                                                                                                                            |
| 92  | <b>BIDANG USAHA</b><br>LINE OF BUSINESS                                                                                                                                                                                                                                                                                                                                                      |
| 99  | <b>JARINGAN BISNIS DAN WILAYAH OPERASI</b><br>BUSINESS NETWORK AND OPERATING AREAS                                                                                                                                                                                                                                                                                                           |
| 100 | <b>VISI, MISI, DAN BUDAYA PERUSAHAAN</b><br>VISION, MISSION, AND CORPORATE CULTURE                                                                                                                                                                                                                                                                                                           |
| 106 | <b>MAKNA LOGO PERUSAHAAN</b><br>CORPORATE LOGO MEANING                                                                                                                                                                                                                                                                                                                                       |
| 107 | <b>KEANGGOTAAN DALAM ASOSIASI INDUSTRI</b><br>MEMBERSHIP IN INDUSTRIAL ASSOCIATIONS                                                                                                                                                                                                                                                                                                          |
| 108 | <b>STRUKTUR ORGANISASI</b><br>ORGANIZATIONAL STRUCTURE                                                                                                                                                                                                                                                                                                                                       |
| 114 | <b>PROFIL DEWAN KOMISARIS</b><br>PROFILE OF THE BOARD OF COMMISSIONERS                                                                                                                                                                                                                                                                                                                       |
| 120 | <b>PROFIL DIREKSI</b><br>BOARD OF DIRECTORS PROFILE                                                                                                                                                                                                                                                                                                                                          |
| 126 | <b>PROFIL PEJABAT EKSEKUTIF</b><br>PROFILE OF EXECUTIVE OFFICERS                                                                                                                                                                                                                                                                                                                             |
| 133 | <b>DEMOGRAFI KARYAWAN DAN PENGEMBANGAN KOMPETENSI</b><br>EMPLOYEE DEMOGRAPHY AND COMPETENCE DEVELOPMENT                                                                                                                                                                                                                                                                                      |
| 165 | <b>PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS DEWAN KOMISARIS, SEKRETARIS PERUSAHAAN, UNIT AUDIT INTERNAL, DAN UNIT MANAJEMEN RISIKO</b><br>EDUCATION AND/OR TRAINING FOR THE BOARD OF COMMISSIONERS, THE BOARD OF DIRECTORS, COMMITTEES, SECRETARY OF THE BOARD OF COMMISSIONERS, CORPORATE SECRETARY, INTERNAL AUDIT UNIT, AND RISK MANAGEMENT UNIT |
| 180 | <b>INFORMASI KOMPOSISI PEMEGANG SAHAM</b><br>INFORMATION ON SHAREHOLDERS COMPOSITION                                                                                                                                                                                                                                                                                                         |
| 192 | <b>INFORMASI TENTANG PEMEGANG SAHAM UTAMA/PENGENDALI HINGGA ENTITAS PEMILIK AKHIR</b><br>INFORMATION ON MAJORITY/CONTROLLING SHAREHOLDER UP TO THE ULTIMATE OWNER                                                                                                                                                                                                                            |
| 194 | <b>INFORMASI DAFTAR ENTITAS ANAK, ENTITAS ASOSIASI, DAN VENTURA BERSAMA</b><br>INFORMATION ON LIST OF SUBSIDIARIES, ASSOCIATED ENTITIES, AND JOINT VENTURES                                                                                                                                                                                                                                  |



|     |                                                                                                                                                              |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 197 | <b>KRONOLOGI PENERBITAN DAN/ATAU<br/>PENCATATAN SAHAM</b><br>CHRONOLOGY OF ISSUANCE AND/OR LISTING OF<br>SHARE                                               |
| 200 | <b>KRONOLOGI PENERBITAN DAN/ATAU<br/>PENCATATAN EFEK LAINNYA</b><br>CHRONOLOGY OF ISSUANCE AND/OR OTHER<br>SECURITIES LISTING                                |
| 201 | <b>LEMBAGA DAN/ATAU PROFESI PENUNJANG</b><br>SUPPORTING INSTITUTIONS AND/OR<br>PROFESSIONALS                                                                 |
| 203 | <b>PENGHARGAAN DAN SERTIFIKASI</b><br>AWARDS AND CERTIFICATION                                                                                               |
| 215 | <b>DAFTAR ALAMAT ENTITAS ANAK, KANTOR<br/>CABANG SERTA KANTOR PERWAKILAN</b><br>LIST OF SUBSIDIARIES ADDRESSES, BRANCH<br>OFFICES AND REPRESENTATIVE OFFICES |
| 216 | <b>INFORMASI PADA SITUS WEB PERUSAHAAN</b><br>INFORMATION ON THE COMPANY'S WEBSITE                                                                           |

## ANALISIS DAN PEMBAHASAN MANAJEMEN

### MANAGEMENT DISCUSSION AND ANALYSIS MANAGEMENT

|     |                                                                                                                                          |
|-----|------------------------------------------------------------------------------------------------------------------------------------------|
| 220 | <b>TINJAUAN PEREKONOMIAN DAN INDUSTRI</b><br>ECONOMIC AND INDUSTRIAL REVIEW                                                              |
| 223 | <b>TINJAUAN OPERASI PER SEGMENT USAHA</b><br>OPERATIONAL REVIEW BY BUSINESS SEGMENT                                                      |
| 236 | <b>TINJAUAN OPERASI BERDASARKAN SEGMENT<br/>GEOGRAFIS</b><br>OPERATIONS REVIEW BASED ON GEOGRAPHICAL<br>SEGMENTS                         |
| 238 | <b>TINJAUAN KEUANGAN</b><br>FINANCIAL REVIEW                                                                                             |
| 264 | <b>KEMAMPUAN MEMBAYAR UTANG DAN<br/>TINGKAT KOLEKTIBILITAS PIUTANG</b><br>DEBT PAYING ABILITY AND RECEIVABLE<br>COLLECTIBILITY           |
| 268 | <b>STRUKTUR MODAL DAN KEBIJAKAN<br/>MANAJEMEN ATAS STRUKTUR MODAL</b><br>CAPITAL STRUCTURE AND MANAGEMENT POLICY<br>ON CAPITAL STRUCTURE |
| 272 | <b>IKATAN YANG MATERIAL UNTUK INVESTASI<br/>BARANG MODAL</b><br>MATERIAL COMMITMENTS FOR CAPITAL GOODS<br>INVESTMENT                     |
| 272 | <b>REALISASI INVESTASI BARANG MODAL</b><br>REALIZATION OF CAPITAL GOODS INVESTMENT                                                       |

|     |                                                                                                                                                                                                                                                                                                                  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 274 | <b>INFORMASI DAN FAKTA MATERIAL YANG<br/>TERJADI SETELAH TANGGAL LAPORAN<br/>AKUNTAN</b><br>INFORMATION AND MATERIAL FACTS<br>THAT HAPPENED AFTER THE DATE OF THE<br>ACCOUNTANT'S REPORT                                                                                                                         |
| 275 | <b>INFORMASI PENINGKATAN ATAU PENURUNAN<br/>YANG MATERIAL DARI PENJUALAN ATAU<br/>PENDAPATAN BERSIH</b><br>INFORMATION AND MATERIAL FACTS<br>THAT HAPPENED AFTER THE DATE OF THE<br>ACCOUNTANT'S REPORT                                                                                                          |
| 275 | <b>DAMPAK PERUBAHAN HARGA TERHADAP<br/>PENJUALAN ATAU PENDAPATAN BERSIH<br/>PERUSAHAAN SERTA LABA OPERASI<br/>PERUSAHAAN</b><br>IMPACT OF PRICE CHANGES ON SALES OR<br>COMPANY NET REVENUE AND COMPANY<br>OPERATING PROFIT                                                                                       |
| 276 | <b>PERBANDINGAN ANTARA TARGET DAN<br/>REALISASI SERTA PROYEKSI UNTUK 1 (SATU)<br/>TAHUN KE DEPAN</b><br>COMPARISON BETWEEN TARGETS AND<br>REALIZATION AND PROJECTIONS FOR THE NEXT 1<br>(ONE) YEAR                                                                                                               |
| 280 | <b>KEBIJAKAN DAN PEMBAGIAN DIVIDEN</b><br>DIVIDEND POLICY AND DISTRIBUTION                                                                                                                                                                                                                                       |
| 282 | <b>KONTRIBUSI PERUSAHAAN KEPADA NEGARA<br/>BERUPA PAJAK</b><br>COMPANY'S CONTRIBUTION TO THE STATE IN THE<br>FORM OF TAXES                                                                                                                                                                                       |
| 283 | <b>REALISASI PENGGUNAAN DANA HASIL<br/>PENAWARAN UMUM</b><br>REALIZATION OF THE USE OF PROCEEDS FROM<br>PUBLIC OFFERING                                                                                                                                                                                          |
| 284 | <b>PROGRAM KEPEMILIKAN SAHAM OLEH<br/>KARYAWAN DAN/ATAU MANAJEMEN (ESOP/<br/>MSOP)</b><br>EMPLOYEE AND/OR MANAGEMENT SHARE<br>OWNERSHIP PROGRAM (ESOP/MSOP)                                                                                                                                                      |
| 284 | <b>INFORMASI MATERIAL MENGENAI INVESTASI,<br/>EKSPANSI, DIVESTASI, PENGGABUNGAN/<br/>PELEBURAN USAHA, AKUISISI, DAN<br/>RESTRUKTURISASI UTANG/MODAL</b><br>MATERIAL INFORMATION REGARDING<br>INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS<br>MERGER/CONSOLIDATION, ACQUISITION, AND<br>DEBT/CAPITAL RESTRUCTURING |
| 285 | <b>INFORMASI TRANSAKSI MATERIAL YANG<br/>MENGANDUNG BENTURAN KEPENTINGAN<br/>DAN/ATAU TRANSAKSI DENGAN PIHAK<br/>AFILIASI/BERELASI</b><br>INFORMATION ON MATERIAL TRANSACTIONS<br>THAT CONTAIN CONFLICT OF INTEREST AND/<br>OR TRANSACTIONS WITH AFFILIATED/RELATED<br>PARTIES                                   |





|     |                                                                                                                                                                      |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 290 | <b>PROSPEK USAHA</b><br>BUSINESS PROSPECT                                                                                                                            |
| 292 | <b>ASPEK PEMASARAN</b><br>MARKETING ASPECT                                                                                                                           |
| 296 | <b>PERUBAHAN PERATURAN PERUNDANG-UNDANGAN TERHADAP PERUSAHAAN PADA TAHUN BUKU TERAKHIR</b><br>CHANGES IN LEGAL REGULATIONS AGAINST COMPANIES IN THE LAST FISCAL YEAR |
| 297 | <b>PERUBAHAN KEBIJAKAN AKUNTANSI YANG DITERAPKAN PERUSAHAAN PADA TAHUN BUKU TERAKHIR</b><br>CHANGES IN ACCOUNTING POLICIES IMPLEMENTED IN THE LAST FISCAL YEAR       |
| 298 | <b>TINGKAT KESEHATAN PERUSAHAAN</b><br>COMPANY HEALTH LEVEL                                                                                                          |
| 300 | <b>INFORMASI KELANGSUNGAN USAHA</b><br>BUSINESS CONTINUITY INFORMATION                                                                                               |

## PENDUKUNG BISNIS SUPPORTING BUSINESS

|     |                                                                                       |
|-----|---------------------------------------------------------------------------------------|
| 308 | <b>SUMBER DAYA MANUSIA</b><br>HUMAN RESOURCES                                         |
| 338 | <b>TEKNOLOGI INFORMASI DAN KOMUNIKASI</b><br>INFORMATION AND COMMUNICATION TECHNOLOGY |

## TATA KELOLA PERUSAHAAN GOOD CORPORATE GOVERNANCE

|     |                                                                                                                                              |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------|
| 352 | <b>PENERAPAN TATA KELOLA PERUSAHAAN</b><br>IMPLEMENTATION OF CORPORATE GOVERNANCE                                                            |
| 378 | <b>RAPAT UMUM PEMEGANG SAHAM</b><br>GENERAL MEETING OF SHAREHOLDERS                                                                          |
| 402 | <b>URAIAN DEWAN KOMISARIS</b><br>DESCRIPTION OF THE BOARD OF COMMISSIONERS                                                                   |
| 416 | <b>KOMISARIS INDEPENDEN</b><br>INDEPENDENT COMMISSIONERS                                                                                     |
| 420 | <b>URAIAN DIREKSI</b><br>DESCRIPTION OF THE BOARD OF DIRECTORS                                                                               |
| 439 | <b>HUBUNGAN AFILIASI DEWAN KOMISARIS DAN DIREKSI</b><br>AFFILIATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS                 |
| 440 | <b>TRANSPARANSI INFORMASI TENTANG DEWAN KOMISARIS DAN DIREKSI</b><br>INFORMATION TRANSPARENCY ABOUT THE BOARD OF COMMISSIONERS AND DIRECTORS |
| 456 | <b>NOMINASI DEWAN KOMISARIS DAN DIREKSI</b><br>NOMINATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS                           |
| 458 | <b>REMUNERASI DEWAN KOMISARIS DAN DIREKSI</b><br>REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS                       |
| 485 | <b>ORGAN PENDUKUNG DEWAN KOMISARIS</b><br>SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS                                                    |
| 516 | <b>ORGAN PENDUKUNG DIREKSI</b><br>BOARD OF DIRECTORS' SUPPORT ORGANS                                                                         |
| 530 | <b>AUDIT EKSTERNAL</b><br>EXTERNAL AUDIT                                                                                                     |
| 534 | <b>SISTEM PENGENDALIAN INTERNAL</b><br>INTERNAL CONTROL SYSTEM                                                                               |



|     |                                                                                                                               |
|-----|-------------------------------------------------------------------------------------------------------------------------------|
| 537 | <b>UNIT KERJA MANAJEMEN RISIKO</b><br>RISK MANAGEMENT WORK UNIT                                                               |
| 544 | <b>SISTEM MANAJEMEN RISIKO</b><br>RISK MANAGEMENT SYSTEM                                                                      |
| 557 | <b>PERKARA PENTING</b><br>SIGNIFICANT CASES                                                                                   |
| 559 | <b>AKSES INFORMASI DAN DATA PERUSAHAAN</b><br>ACCESS TO CORPORATE INFORMATION AND DATA                                        |
| 564 | <b>KODE ETIK PERUSAHAAN</b><br>COMPANY CODE OF CONDUCT                                                                        |
| 572 | <b>LAPORAN HARTA KEKAYAAN<br/>PENYELENGGARAAN NEGARA</b><br>STATE APPARATUS WEALTH REPORT                                     |
| 575 | <b>KEBIJAKAN ANTI KORUPSI</b><br>ANTI-CORRUPTION POLICY                                                                       |
| 577 | <b>KEBIJAKAN GRATIFIKASI</b><br>GRATUITIES POLICY                                                                             |
| 585 | <b>KEBIJAKAN ANTI PENYUAPAN</b><br>ANTI-BRIBERY POLICY                                                                        |
| 586 | <b>KEBIJAKAN ANTI FRAUD</b><br>ANTI-FRAUD POLICY                                                                              |
| 587 | <b>PENCEGAHAN INSIDER TRADING</b><br>INSIDER TRADING PREVENTION                                                               |
| 589 | <b>KEPATUHAN TERKAIT KEGIATAN POLITIK</b><br>COMPLIANCE WITH POLITICAL ACTIVITIES                                             |
| 590 | <b>PENGADAAN BARANG DAN JASA</b><br>POLICIES AND GUIDELINES ON PROCUREMENT OF GOODS AND SERVICES                              |
| 593 | <b>BENTURAN KEPENTINGAN</b><br>CONFLICT OF INTEREST                                                                           |
| 594 | <b>SISTEM PELAPORAN PELANGGARAN</b><br>WHISTLEBLOWING SYSTEM                                                                  |
| 600 | <b>PENERAPAN ATAS PEDOMAN TATA KELOLA<br/>PERUSAHAAN TERBUKA</b><br>IMPLEMENTATION OF PUBLIC COMPANY<br>GOVERNANCE GUIDELINES |

## **TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN**

### SOCIAL AND ENVIRONMENT RESPONSIBILITY

## **LAPORAN KEUANGAN**

### AUDITED FINANCIAL REPORT

746 **REFERENSI SILANG SEOJK NO. 16 /  
SEOJK.04/2021 TENTANG BENTUK DAN  
ISI LAPORAN TAHUNAN EMITEN ATAU  
PERUSAHAAN PUBLIK**  
CROSS REFERENCE OF SEOJK NO. 16 /  
SEOJK.04/2021 REGARDING THE FORM AND  
CONTENT OF THE ANNUAL REPORT OF ISSUERS  
OR PUBLIC COMPANIES





# PENCAPAIAN KINERJA 2022

## PERFORMANCE ACHIEVEMENTS 2022

### PENDAPATAN BERSIH DAN LABA BERSIH

#### Revenue and Net Profit



#### PENDAPATAN BERSIH

##### Net Revenue

**Rp1,88 triliun** | trillion

Total pendapatan bersih di tahun 2022 mencapai Rp1,88 triliun meningkat 7,43% dari Rp1,75 triliun di tahun 2021.

The Company's total net revenue in 2022 amounted to IDR1.88 trillion, indicating a 7.43% increase from the previous year's net revenue of IDR1.75 trillion.



#### LABA BERSIH

##### Net Profit

**103,03%**

Laba tahun berjalan meningkat 103,03% dari Rp46,71 miliar di tahun 2021 menjadi Rp94,83 miliar di tahun 2022.

The Company's profit for the year in 2022 surged by 103.03% to IDR94.83 billion, compared to the previous year's profit of IDR46.71 billion.

### LABA BERSIH PER SAHAM DAN EBITDA

#### Earnings per Share and EBITDA



#### LABA BERSIH PER SAHAM

##### Earnings per Share

**100,00%**

Laba bersih per saham meningkat 100,00% dari Rp5,- di tahun 2021 menjadi Rp10,- di tahun 2022.

The Company's earnings per share in 2022 rose by 100.00% to IDR10, compared to the previous year's earnings per share of IDR5.



#### EBITDA

##### EBITDA

**Rp436,96 triliun** | trillion

EBITDA Perusahaan di tahun 2022 mencapai Rp436,96 miliar meningkat 4,84% dari Rp416,79 miliar di tahun 2021.

The Company's EBITDA in 2022 reached IDR436.96 billion, an increase of 4.84% from IDR416.79 billion in 2021



## PRODUKSI & PENJUALAN PRODUK

Product Production & Sales



### VOLUME PRODUKSI SEMEN

Cement Production Volume

**1,99 juta ton** | million tonnes

Total volume produksi semen di tahun 2022 mencapai 1,99 juta ton meningkat 1,77% dari 1,96 juta ton di tahun 2021.

In 2022, the Company produced a total volume of 1.99 million tonnes of cement, which represents a 1.77% increase from the previous year's production of 1.96 million tonnes.



### VOLUME PENJUALAN SEMEN

Cement Sales Volume

**2,01 juta ton** | million tonnes

Total volume penjualan semen di tahun 2022 mencapai 2,01 juta ton meningkat 3,53% dari 1,94 juta ton di tahun 2021.

The Company's total sales volume of cement in 2022 amounted to 2.01 million tonnes, indicating a 3.53% increase from the previous year's sales volume of 1.94 million tonnes.

### SEMEN ZAK

Bag Cement



**Rp1,62 triliun** | trillion

Total penjualan semen zak di tahun 2022 mencapai Rp1,62 triliun meningkat 3,83% dari Rp1,56 triliun di tahun 2021.

The company's bag cement sales in 2022 totaled IDR1.62 trillion, reflecting a 3.83% increase from the previous year's sales of IDR1.56 trillion.

### SEMEN CURAH

Bulk Cement



**Rp227,65 miliar** | billion

Total penjualan semen curah di tahun 2022 mencapai Rp227,65 miliar meningkat 49,84% dari Rp151,92 miliar di tahun 2021.

The company's sales of bulk cement in 2022 amounted to IDR227.65 billion, showing a substantial increase of 49.84% compared to the previous year's sales of IDR151.92 billion.



## TINGKAT KESEHATAN PERUSAHAAN

### Company Health Level

#### Kategori "SEHAT"

#### Category "HEALTHY"

Skor tingkat kesehatan Perusahaan untuk tahun 2022 mencapai "73,50" dengan kategori "SEHAT". Skor tahun 2022 meningkat dari tahun 2021 yang mencapai "70,50".

In 2022, the Company's health score has reached "73.50," placing it in the "HEALTHY" category. This represents an improvement from the 2021 score of "70.50".



## ASESMEN GCG (SK-16/S.MBU/2012)

### GCG Assessments (SK-16/S.MBU/2012)

#### Klasifikasi Kualitas Penerapan GCG "Sangat Baik"

#### GCG Implementation Quality Classification "Very Good"

Hasil penilaian (Assessment) penerapan GCG untuk tahun 2022 mencapai "94,902" dengan klasifikasi "Sangat Baik". Skor tahun 2022 meningkat dari tahun 2021 yang mencapai "93,846".

The 2022 assessment of GCG implementation has achieved a score of "94.902" earning a "Very Good" rating. This marks an improvement from the 2021 score of "93.846".



## RISK MATURITY LEVEL

### Risk Maturity Level

#### Predikat Risk Maturity Level "Transformed"

#### Predicate Risk Maturity Level "Transformed"

Hasil pengukuran Risk Maturity Level untuk tahun 2022 mencapai "4,22" dengan predikat "Matang" atau "Transformed". Skor tahun 2022 meningkat dari tahun 2021 yang mencapai "3,46".

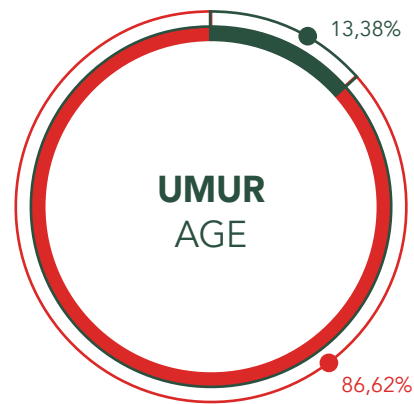
The Risk Maturity Level measurement for 2022 has yielded a score of "4.22," indicating a "Mature" or "Transformed" level. This represents an increase from the 2021 score of "3.46".





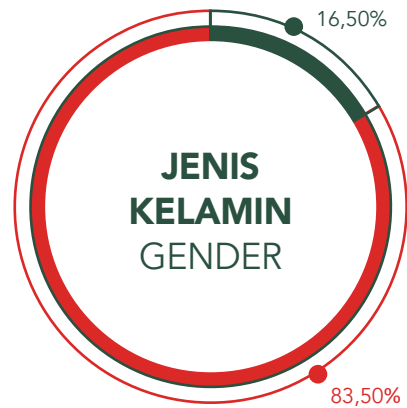
## JUMLAH & KOMPOSISI KARYAWAN

Number and Composition of Employees



■ 40-54 Tahun  
40-54 Years

■ 21-40 Tahun  
21-40 Years



■ Perempuan  
Female

■ Laki-Laki  
Male





# KEUNGGULAN KAMI

## OUR EXCELLENCE



Semen Baturaja merupakan perusahaan yang bergerak dalam bidang industri persemenan di Indonesia yang didirikan pada tahun 1974 dan diresmikan oleh Presiden Republik Indonesia kedua, Soeharto. Di tahun 2022, Perusahaan merupakan *Market Leader* di Sumatera Bagian Selatan (Sumbagsel) yang menjadi wilayah pasar utama Perusahaan dengan market share sebesar 34%. Selain memiliki kualitas produk yang telah tersertifikasi, Perusahaan juga didukung oleh jaringan distribusi yang terintegrasi dengan wilayah pemasaran.

Semen Baturaja is a company operating in the cement industry in Indonesia. It was established in 1974 and inaugurated by the second President of the Republic of Indonesia, Soeharto. As of 2022, the company holds the position of market leader in South Sumatra (Sumbagsel), which serves as its primary market area and boasts a market share of 34%. Apart from its certified product quality, the company is also bolstered by an integrated distribution network within the marketing area.

Perusahaan memiliki Pabrik dengan kapasitas produksi terpasang sebesar 3,85 juta ton semen yaitu 1 (satu) pabrik terintegrasi di Baturaja dan 2 (dua) unit pengantongan dan distribusi di Palembang dan Panjang. Pabrik Perusahaan memiliki keunggulan strategis berupa letak geografis pabrik yang mendekati wilayah pasar Sumatera Bagian Selatan dan merupakan satu-satunya pabrik semen terintegrasi. Lokasi Perusahaan juga dekat dengan bahan baku, bahan penolong dan sumber energi serta bahan alternatif lainnya untuk mendukung kegiatan operasional Perusahaan.

Perusahaan senantiasa berupaya untuk menjadi *Green Cement Based Building Material Company* terdepan di Indonesia. Di akhir tahun 2022, Perusahaan bergabung menjadi bagian dari PT Semen Indonesia (Persero) Tbk atau SIG yang menjadi penutup dari integrasi Badan Usaha Milik Negara (BUMN) sub klaster semen yang digagas oleh Kementerian BUMN. Integrasi ini diharapkan dapat membuka peluang penciptaan nilai sinergi yang dapat membawa Perusahaan menjadi *Regional National Champion*, melalui peningkatan pertumbuhan ekspor komoditas semen, serta memastikan kelancaran penyediaan dan distribusi pasokan semen yang memadai untuk pembangunan nasional.

The Company manages three cement manufacturing facilities situated in Baturaja, Palembang, and Lampung, with a total installed production capacity of 3.85 million tons of cement. These plants are positioned strategically in close proximity to the Southern Sumatra market, and they are the sole fully integrated cement production facilities in the region, thus giving the Company a competitive edge. Furthermore, the Company's geographical location grants it convenient access to primary and auxiliary raw materials, energy sources, and other alternative materials, which are essential for sustaining its operational undertakings.

The Company's goal is to become the top Green Cement Based Building Material Company in Indonesia. In late 2022, the Company became a part of PT Semen Indonesia (Persero) Tbk or SIG, as part of the integration of the State-Owned Enterprises (SOE) cement sub-cluster initiated by the Ministry of SOE. This integration is expected to create opportunities to achieve synergy and elevate the Company to become a Regional National Champion. It will help to increase the growth of cement commodity exports and ensure a smooth supply and distribution of adequate cement supplies for national development.





Sepanjang tahun 2022, Perusahaan telah membuktikan kinerjanya dengan mencatatkan pendapatan semen yang tumbuh dan laba bersih yang tercatat melonjak naik. Pertumbuhan positif ini tak luput dari inisiatif strategis yang diterapkan Manajemen mulai dari inisiatif *Cost Leadership through SMRGO45 Program, Strengthen Market Position, dan Competency Improvement of Employee*. Selain itu, Perusahaan juga terus mendorong peningkatan pola operasional dan upaya-upaya pengembangan agar semakin sejalan dengan prinsip-prinsip keberlanjutan terutama dalam menghadapi tantangan di industri semen pada masa mendatang.

During 2022, the Company demonstrated its strong performance, with growing cement revenue and a surging net profit. These positive results were achieved through the strategic initiatives implemented by the Management, which began with the Cost Leadership through the SMRGO45 Program, followed by efforts to strengthen market position and improve employee competency. Furthermore, the Company has continued to focus on enhancing operational patterns and development efforts that align with sustainability principles, in preparation for future challenges in the cement industry.



## OBJEK VITAL NASIONAL National Vital Object

Perusahaan 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 Perusahaan mempunyai nilai penting bagi penunjang sektor industri di Indonesia.

The Ministry of Industry of the Republic of Indonesia has designated the Company as a National Vital Object for the Industrial Sector. This recognition is based on the Decree of the Minister of Industry Number: 466/M-IND/Kep/8/2014, which acknowledges the Company's importance by awarding an OVNI certificate for the Industrial Company Category. This designation highlights the significant role that the Company plays in supporting the industrial sector in Indonesia.



## PRODUK & TEKNOLOGI RAMAH LINGKUNGAN Environmentally Friendly Products & Technologies

Perusahaan senantiasa berupaya untuk menjadi *Green Cement Based Building Material Company* terdepan di Indonesia, sebagaimana visi Perusahaan, dengan senantiasa berkomitmen untuk memberikan manfaat luas kepada seluruh pemangku kepentingan. Perusahaan terus berkontribusi dalam pembangunan perekonomian nasional untuk kesejahteraan masyarakat.

The Company's vision is to become the leading Green Cement Based Building Material Company in Indonesia, and it remains committed to providing broad benefits to all stakeholders. By contributing to national economic development, the Company strives to promote the welfare of society.

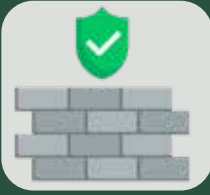
Di samping itu, Perusahaan juga memiliki komitmen untuk menerapkan program keberlanjutan, seperti pemanfaatan limbah sebagai bahan baku dan bakar alternatif, pengurangan konsumsi energi karbon, dan program konservasi keanekaragaman hayati di area produksi. Sehingga mampu menekan faktor terak dan meningkatkan nilai pemanfaatan *Alternative Fuel Resources (AFR)* serta mencatatkan biaya energi yang rendah dan efisien dari sisi biaya energi baik batubara maupun indeks listrik.

The Company is also committed to implementing sustainability programs in its operations, including the use of waste as raw materials and alternative fuels, reducing carbon energy consumption, and promoting biodiversity conservation programs in production areas. These initiatives are aimed at minimizing the slag factor and increasing the value of Alternative Fuel Resources (AFR) utilization. The Company has also recorded low and efficient energy costs, both in terms of coal and electricity indexes, as part of its efforts to achieve sustainable operations.

Atas komitmen tersebut, Perusahaan telah mendapatkan Sertifikasi Pemenuhan Standar Industri Hijau No. SIH 23941.1:2018 dari Kementerian Perindustrian Republik Indonesia.

For this commitment, the Company has received Green Industry Standard Compliance Certification No. SIH 23941.1: 2018 from the Ministry of Industry of the Republic of Indonesia.





## AKREDITASI SEMEN Cement Accreditation

Perusahaan 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 2027. Adapun ruang lingkup akreditasi meliputi:

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

Produk yang dihasilkan Perusahaan pun terbukti berkualitas dan telah tersertifikasi Standar Nasional Indonesia (SNI) dari Kementerian Perindustrian dengan penerapan ISO 9001:2015 dengan lingkup sertifikasi sebagai berikut:

1. *Ordinary Portland Cement (OPC) Type I* (SNI No. 069/BSPJI-Palembang/MS.1/XI/2022) dan *Type II* (No.032/ BSKJI/ Baristand Palembang/ MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026)
2. *Ordinary Portland Cement (OPC) Type V* (SNI No. 033/BSKJI/Baristand-Palembang/MS.1/ III/2022 tipe/jenis produk Semen Portland Type V berlaku mulai 22 Maret 2022) sampai dengan 16 Juli 2026)
3. *Portland Composite Cement (PCC)* (SNI No. 068/BSPJI-Palembang/MS.1/XI/2022 tipe/ jenis produk Portland Komposit berlaku mulai 31 Mei 2021 sampai dengan 18 Juni 2025)

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 implementing SNI ISO/IEC 17025:2017 with Certificate No. LP-462-IDN and the validity period is until June 27, 2027. The scope of accreditation includes:

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

Laboratory The products produced by the Company have also proven to be of high quality and have been certified by the Indonesian National Standard (SNI) from the Ministry of Industry by implementing ISO 9001: 2015 with the scope of certification as follows:

1. *Ordinary Portland Cement (OPC)* is available in two types: *Type I* (SNI No. 069/BSPJI-Palembang/MS.1/XI/2022) and *Type II* (No.032/ BSKJI/ Baristand-Palembang/ MS.1/ III/2022). These types are valid from March 22, 2022, to March 21, 2026.
2. The product type for *Ordinary Portland Cement (OPC) Type V* (SNI No. 033/BSKJI/Baristand-Palembang/MS.1/III/2022) is valid from March 22, 2022, until July 16, 2026.
3. *Portland Composite Cement (PCC)* (SNI No. 068/BSPJI-Palembang/MS.1/XI/2022) is a valid product type from May 31, 2021, to June 18, 2025.





## JARINGAN DISTRIBUSI

### Distribution Network

Perusahaan memiliki kemampuan *delivery* yang sangat baik, dengan menggunakan bauran berbagai moda transportasi baik darat dan laut dengan menggunakan truk, kereta api dan kapal untuk mendistribusikan semen ke seluruh wilayah pasar di Sumatra Bagian Selatan seperti Provinsi Sumatra Selatan, Lampung, Jambi, Bengkulu dan Bangka Belitung. Perusahaan terus menekan biaya distribusi dengan mengoptimalkan pola distribusi yang paling efisien (*least cost to serve*).

The Company excels in delivering cement to market areas in Southern Sumatra, including South Sumatra, Lampung, Jambi, Bengkulu, and Bangka Belitung Provinces. To achieve this, the Company utilizes a mix of transportation modes, including trucks, trains, and ships, for both land and sea transport. The Company's continuously reduces distribution costs by optimizing the most efficient distribution pattern, which minimizes the cost to serve.



## SUMBER DAYA MANUSIA BERKOMPETEN

### Competent Human Resources

Perusahaan 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 Perusahaan yang produktif dengan jumlah usia kerja antara 21-40 tahun sebesar 86,62% memberikan kontribusi yang maksimal terhadap kinerja Perusahaan.

The Company's human resources (HR) are highly skilled and reliable in the cement industry, particularly in design, operation, research, maintenance, engineering, and plant modifications. With a total working age of 21-40 years, the productive company human resources make a significant contribution to the Company's performance, accounting for 86.62% of the workforce.



## KOMITMEN ZERO ACCIDENT

### Zero Accidents Commitment

Dalam rangka 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, sebagaimana Perusahaan telah menerapkan Sistem Manajemen Keselamatan & Kesehatan Kerja (SMK3) dan telah diaudit secara berkala. Perusahaan 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 Perusahaan dalam menerapkan prinsip-prinsip K3 dalam kegiatan operasionalnya sehingga mampu meminimalisir kecelakaan kerja, Perusahaan di tahun 2022 kembali meraih Penghargaan Zero Accident dari Kementerian Ketenagakerjaan Republik Indonesia.

To ensure effective implementation and compliance with applicable auditing standards, laws, and regulations, the Company has established an Occupational Health & Safety Management System (OHS) that undergoes periodic audits. The Company also provides various OHS training programs to increase employees' and contractors' knowledge and discipline, conducts OHS inspections, checks OHS equipment, and carries out OHS Month activities. Thanks to the Company's hard work in implementing OHS principles to minimize work accidents, it has received the Zero Accident Award from the Ministry of Manpower of the Republic of Indonesia for the year 2022.







## IKHTISAR KINERJA

### PERFORMANCE HIGHLIGHTS

Kondisi *oversupply* yang masih berlangsung hingga saat ini serta ketatnya persaingan di industri semen nasional, khususnya wilayah Sumatra Bagian Selatan masih menjadi tantangan utama Perusahaan. Namun Perusahaan berhasil mencatatkan laba tahun berjalan yang meningkat dibandingkan tahun sebelumnya.

Despite the ongoing oversupply and intense competition in the national cement industry, especially in the southern part of Sumatra, the Company has successfully recorded a profit increase compared to the previous year. These challenges continue to persist, but the Company remains resilient and focused on its growth and profitability.



# IKHTISAR DATA KEUANGAN PENTING

## KEY FINANCIAL HIGHLIGHTS

### Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

### Consolidated Profit (Loss) and Other Comprehensive Income

Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain  
stated in million Rupiah, unless stated otherwise

| Uraian<br>Description                                                                              | 2022        | 2021*     | 2020        | 2019        | 2018        | YoY<br>2021-2022<br>(%) |
|----------------------------------------------------------------------------------------------------|-------------|-----------|-------------|-------------|-------------|-------------------------|
| Pendapatan Bersih<br>Net Income                                                                    | 1.881.767   | 1.751.586 | 1.721.907   | 1.999.517   | 1.995.808   | 7,43                    |
| Penjualan Semen Bungkus<br>Sales of Bagged Cement                                                  | 1.620.427   | 1.560.718 | 1.473.507   | 1.581.804   | 1.476.875   | 3,83                    |
| Penjualan Semen Curah<br>Sales of Bulk Cement                                                      | 227.645     | 152.101   | 223.035     | 393.047     | 483.029     | 49,67                   |
| Penjualan Terak<br>Sales of Clinker                                                                | -           | 3.213     | -           | 14.443      | 34.642      | -                       |
| Pendapatan Jasa Pengangkutan<br>Income from Transport Service                                      | 1.861       | 4.731     | 2.707       | 5.420       | 1.262       | -60,66                  |
| Penjualan White Clay<br>Sales of White Clay                                                        | 31.818      | 30.614    | 19.624      | 3.172       | -           | 3,93                    |
| Penjualan Mortar<br>Sales of Mortar                                                                | 14          | 45        | -           | -           | -           | -68,89                  |
| Lain-lain<br>Other Income                                                                          | 3           | 164       | 3.034       | 1.631       | -           | -98,17                  |
| Beban Pokok Penjualan<br>Cost of Goods Sold                                                        | (1.038.619) | (975.520) | (1.001.749) | (1.124.628) | (1.289.163) | 6,47                    |
| Laba Kotor<br>Gross Profit                                                                         | 843.148     | 776.066   | 720.158     | 874.889     | 706.645     | 8,64                    |
| Beban Usaha<br>Operating Expense                                                                   | (581.421)   | (540.920) | (504.998)   | (640.945)   | (459.143)   | 7,49                    |
| Laba (Rugi) Usaha<br>Operating Profit (Loss)                                                       | 261.727     | 235.146   | 215.160     | 233.944     | 247.502     | 11,30                   |
| Pendapatan (Beban) Keuangan<br>Financial Income (Expense)                                          | (146.460)   | (166.238) | (178.692)   | (147.372)   | (102.145)   | -11,90                  |
| Laba (Rugi) Sebelum Pajak<br>Penghasilan<br>Profit (Loss) Before Income Tax                        | 115.267     | 68.908    | 36.468      | 86.572      | 145.357     | 67,28                   |
| Beban Pajak Penghasilan<br>Income Tax Expense                                                      | (20.439)    | (22.202)  | (25.486)    | (56.498)    | (69.282)    | -7,94%                  |
| Laba (Rugi) Tahun Berjalan<br>Profit (Loss) of Current Year                                        | 94.828      | 46.706    | 10.982      | 30.074      | 76.075      | 103,03%                 |
| Penghasilan Komprehensif Lain<br>Other Comprehensive Income                                        | (8.078)     | 6.539     | (9.792)     | (2.481)     | (2.510)     | -223,52%                |
| Jumlah Penghasilan Komprehensif<br>Tahun Berjalan<br>Total Comprehensive Profit of<br>Current Year | 86.750      | 53.245    | 1.190       | 27.593      | 73.565      | 62,93%                  |





Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain  
stated in million Rupiah, unless stated otherwise

| Uraian<br>Description                                                                                                                                     | 2022    | 2021*   | 2020    | 2019    | 2018    | YoY<br>2021-2022<br>(%) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|-------------------------|
| <b>Labar (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada:</b><br>Current Year Profit (Loss) Attributable to:                                        |         |         |         |         |         |                         |
| Pemilik Entitas Induk<br>Owner of Parent Entity                                                                                                           | 94.827  | 46.704  | 10.985  | 30.072  | 76.072  | 103,04                  |
| Kepentingan Non Pengendali<br>Non-Controlling Interest                                                                                                    | 1       | 2       | (3)     | 2       | 3       | -50,00                  |
| <b>Labar (Rugi) Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada:</b><br>Comprehensive Income (Loss) for the Current Period Attributable to: |         |         |         |         |         |                         |
| Pemilik Entitas Induk<br>Owner of Parent Entity                                                                                                           | 86.749  | 53.243  | 1.193   | 27.592  | 73.562  | 62,93                   |
| Kepentingan Non Pengendali<br>Non-Controlling Interest                                                                                                    | 1       | 2       | (3)     | 1       | 3       | -50,00                  |
| Labar Bersih per Saham (Rupiah Penuh)<br>Net Profit per Share (Full IDR)                                                                                  | 10      | 5       | 1       | 3       | 8       | 100,00                  |
| EBITDA                                                                                                                                                    | 436.961 | 416.791 | 416.434 | 406.780 | 403.285 | 4,84                    |

\*) Disajikan kembali | Restated

## Posisi Keuangan Konsolidasian

## Consolidated Financial Position

Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain  
stated in million Rupiah, unless stated otherwise

| Uraian<br>Description                                                                 | 2022                 | 2021*                | 2020*                | 2019                 | 2018                 | YoY<br>2021-2022<br>(%) |
|---------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|
| Aset<br>Assets                                                                        | 5.211.249            | 5.271.954            | 5.203.207            | 5.571.270            | 5.538.080            | -1,15                   |
| Aset Lancar<br>Current Assets                                                         | 1.008.811            | 919.859              | 727.102              | 1.071.983            | 1.358.330            | 9,67                    |
| Aset Tidak Lancar<br>Non-Current Assets                                               | 4.202.438            | 4.352.095            | 4.476.105            | 4.499.287            | 4.179.750            | -3,44                   |
| Liabilitas<br>Liabilities                                                             | 2.124.332            | 2.271.787            | 2.256.286            | 2.088.977            | 2.064.408            | -6,49                   |
| Liabilitas Jangka Pendek<br>Short-Term Liabilities                                    | 585.585              | 426.655              | 843.436              | 468.526              | 636.408              | 37,25                   |
| Liabilitas Jangka Panjang<br>Long-Term Liabilities                                    | 1.538.748            | 1.845.132            | 1.412.850            | 1.620.451            | 1.428.000            | -16,60                  |
| Ekuitas<br>Equity                                                                     | 3.086.916            | 3.000.166            | 2.946.922            | 3.482.293            | 3.473.671            | 2,89                    |
| <b>Jumlah Aset (Liabilitas dan Ekuitas)<br/>Total Assets (Liabilities and Equity)</b> | <b>5.211.249</b>     | <b>5.271.954</b>     | <b>5.203.207</b>     | <b>5.571.270</b>     | <b>5.538.080</b>     | <b>-1,15</b>            |
| Modal Kerja Bersih<br>Net Working Capital                                             | 423.226              | 493.203              | (116.224)            | 603.457              | 721.922              | -14,19                  |
| Total Investasi<br>Investment in Associated Entities                                  | 91.197               | 64.214               | 104.655              | 290.530              | 346.224              | 42,02                   |
| <b>Jumlah Saham (lembar)<br/>Total Shares (shares)</b>                                | <b>9.932.534.336</b> | <b>9.932.534.336</b> | <b>9.932.534.336</b> | <b>9.932.534.336</b> | <b>9.932.534.336</b> | <b>0,00</b>             |

\*) Disajikan kembali | Restated





## Arus Kas Konsolidasian

## Consolidated Cash Flow

Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain  
stated in million Rupiah, unless stated otherwise

| Uraian<br>Description                                                                                                 | 2022           | 2021*          | 2020           | 2019             | 2018           | YoY<br>2021-2022<br>(%) |
|-----------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|------------------|----------------|-------------------------|
| Arus Kas dari Aktivitas Operasi<br>Cash Flow from Operating Activities                                                | 411.197        | 171.566        | 328.379        | 71.236           | 64.469         | 139,67                  |
| Arus Kas dari Aktivitas Investasi<br>Cash Flow from Investment<br>Activities                                          | (52.646)       | (39.535)       | (82.170)       | (342.993)        | (326.243)      | -33,16                  |
| Arus Kas dari Aktivitas Pendanaan<br>Cash Flow from Financing Activities                                              | (320.371)      | (14.407)       | (93.345)       | (17.221)         | 253.868        | -2.323,72               |
| <b>Kenaikan (Penurunan) Bersih<br/>Kas dan Setara Kas<br/>Net Increase (Decrease) in Cash<br/>and Cash Equivalent</b> | <b>38.179</b>  | <b>146.438</b> | <b>152.864</b> | <b>(288.978)</b> | <b>(7.906)</b> | <b>-73,93</b>           |
| Pengaruh Perubahan Selisih Kurs<br>terhadap Kas dan Setara Kas<br>Effects on Foreign Exchange Rate<br>Changes         | 35             | (282)          | 34             | (1.209)          | (2.793)        | -112,41                 |
| <b>Kas dan Setara Kas pada Awal<br/>Tahun<br/>Cash and Cash Equivalent at<br/>Beginning of Year</b>                   | <b>484.704</b> | <b>338.547</b> | <b>185.649</b> | <b>475.836</b>   | <b>486.535</b> | <b>43,17</b>            |
| <b>Kas dan Setara Kas pada Akhir<br/>Tahun<br/>Cash and Cash Equivalent at<br/>end of the Year</b>                    | <b>522.918</b> | <b>484.704</b> | <b>338.547</b> | <b>185.649</b>   | <b>475.836</b> | <b>7,88</b>             |

\*) Disajikan kembali | Restated

## Rasio Keuangan Utama

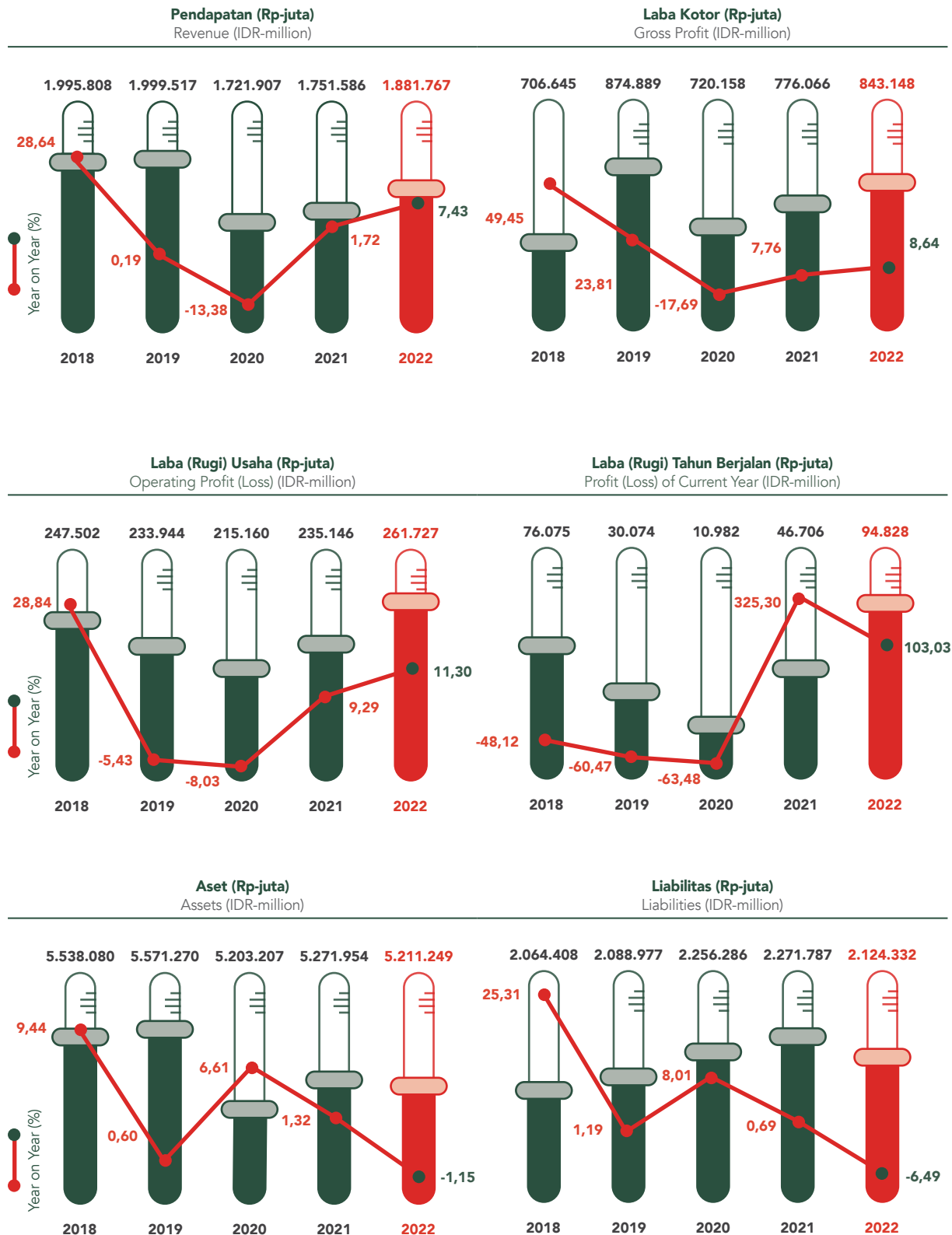
## Key Financial Ratio

| Uraian<br>Description                                                     | Satuan<br>Unit | 2022 | 2021 | 2020 | 2019 | 2018 |
|---------------------------------------------------------------------------|----------------|------|------|------|------|------|
| Margin Laba Kotor<br>Gross Profit Margin                                  | %              | 45   | 44   | 42   | 44   | 35   |
| Margin Laba Usaha<br>Operating Profit Margin                              | %              | 14   | 13   | 12   | 12   | 12   |
| Margin Laba Bersih<br>Net Profit Margin                                   | %              | 5    | 3    | 1    | 2    | 4    |
| Margin EBITDA<br>EBITDA Margin                                            | %              | 23   | 24   | 24   | 20   | 20   |
| Rasio Lancar<br>Current Ratio                                             | %              | 172  | 216  | 86   | 229  | 213  |
| Rasio Laba (Rugi) terhadap<br>Pendapatan<br>Return on Income Ratio        | %              | 5,0  | 2,7  | 0,6  | 1,5  | 3,8  |
| Rasio Laba (Rugi) terhadap Ekuitas<br>Return on Equity (ROE) Ratio        | %              | 3,1  | 1,6  | 0,4  | 0,9  | 2,2  |
| Rasio Laba (Rugi) terhadap Jumlah<br>Aset<br>Return on Assets (ROA) Ratio | %              | 1,8  | 0,9  | 0,2  | 0,5  | 1,4  |
| Rasio Liabilitas terhadap Ekuitas<br>Debt to Equity Ratio                 | %              | 69   | 76   | 77   | 60   | 59   |
| Rasio Liabilitas terhadap Jumlah<br>Aset<br>Debt to Assets Ratio          | %              | 41   | 43   | 43   | 37   | 37   |
| Rasio Liabilitas terhadap EBITDA<br>Debt to EBITDA Ratio                  | Kali<br>Times  | 4,9  | 5,5  | 5,4  | 3,8  | 3,7  |
| Tingkat Pengembalian Investasi<br>Return on Investment                    | Kali<br>Times  | 0,6  | 1,3  | 0,3  | 1    | 2    |



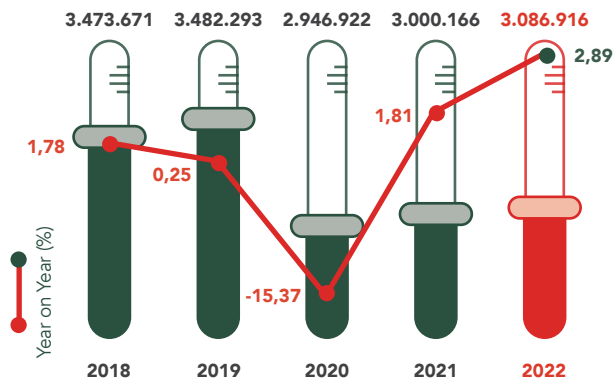
## Grafik Ikhtisar Data Keuangan Penting

## Graphic of Key Financial Highlight

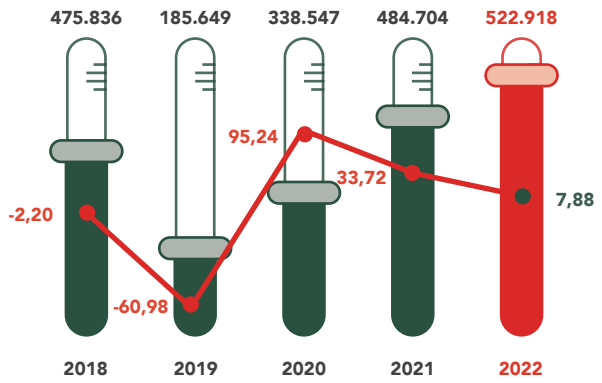




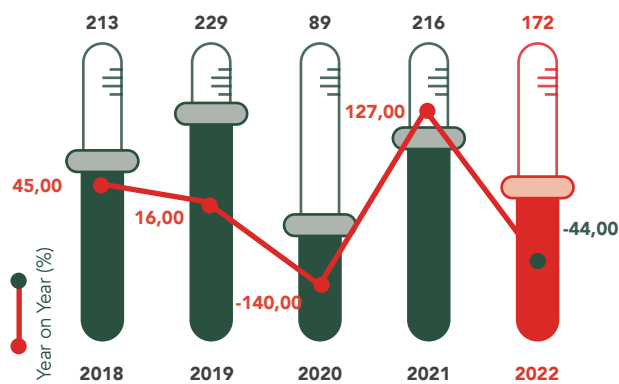
**Ekuitas (Rp-juta)**  
Equity (IDR-million)



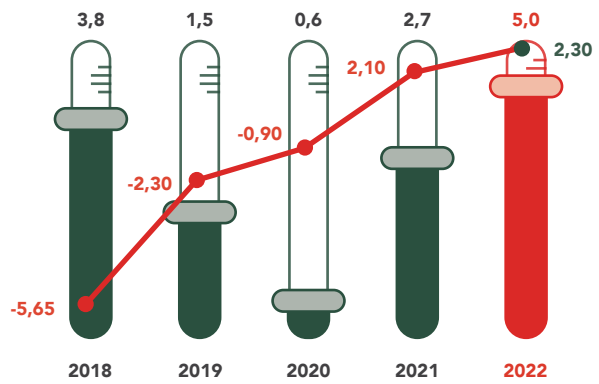
**Kas dan Setara Kas pada Akhir Tahun (Rp-juta)**  
Cash and Cash Equivalent at end of the Year (IDR-million)



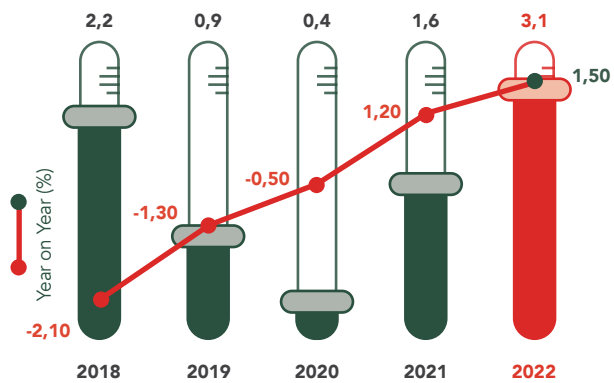
**Rasio Lancar (%)**  
Current Ratio (%)



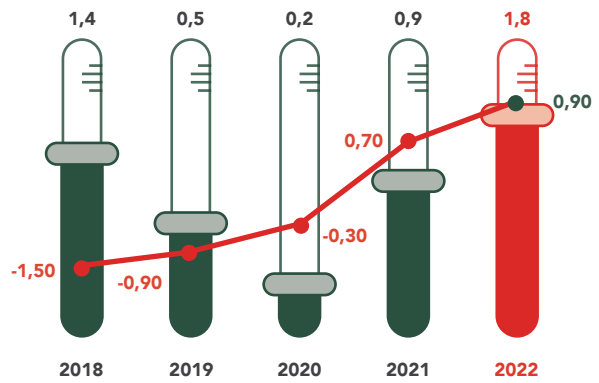
**Rasio Laba (Rugi) terhadap Pendapatan (%)**  
Return on Income Ratio (%)



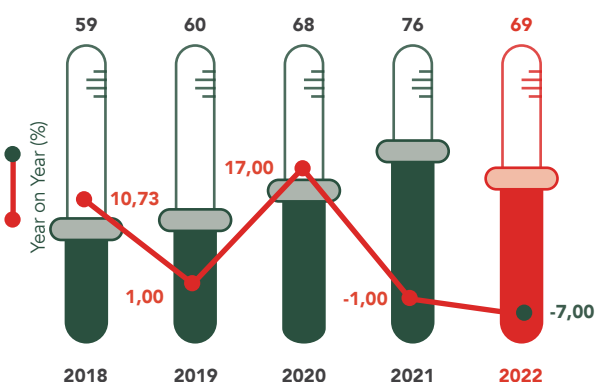
**Rasio Laba (Rugi) terhadap Ekuitas (%)**  
Return on Equity (ROE) Ratio (%)



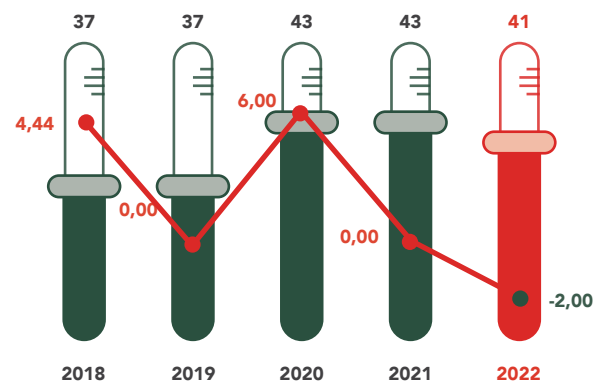
**Rasio Laba (Rugi) terhadap Jumlah Aset (%)**  
Return on Assets (ROA) Ratio (%)



**Rasio Liabilitas terhadap Ekuitas (%)**  
Debt to Equity Ratio (%)



**Rasio Liabilitas terhadap Jumlah Aset (%)**  
Debt to Assets Ratio (%)







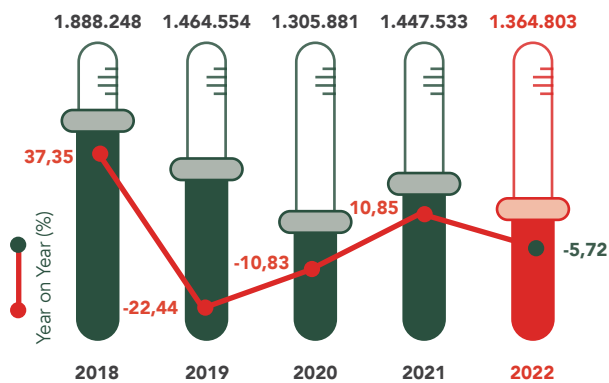
# IKHTISAR OPERASIONAL

## OPERATIONAL HIGHLIGHT

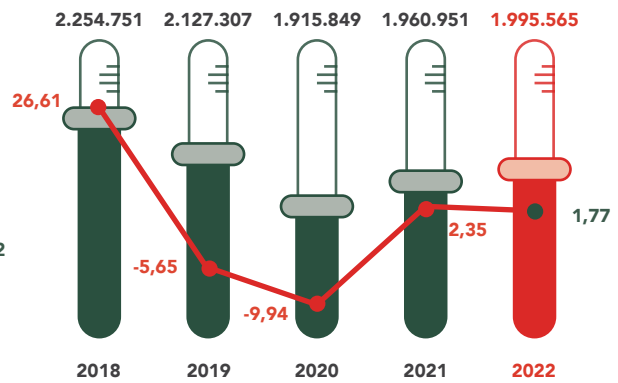
Disajikan dalam Ton  
Stated in Tons

| Uraian<br>Description                | 2022      | 2021      | 2020      | 2019      | 2018      | YoY<br>2021-2022<br>(%) |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-------------------------|
| Produksi Terak<br>Clinker Production | 1.364.803 | 1.447.533 | 1.305.881 | 1.464.554 | 1.888.248 | -5,72                   |
| Produksi Semen<br>Cement Production  | 1.995.565 | 1.960.951 | 1.915.849 | 2.127.307 | 2.254.751 | 1,77                    |
| Volume Penjualan<br>Sales Volume     | 2.008.860 | 1.940.309 | 1.930.022 | 2.119.772 | 2.189.357 | 3,53                    |

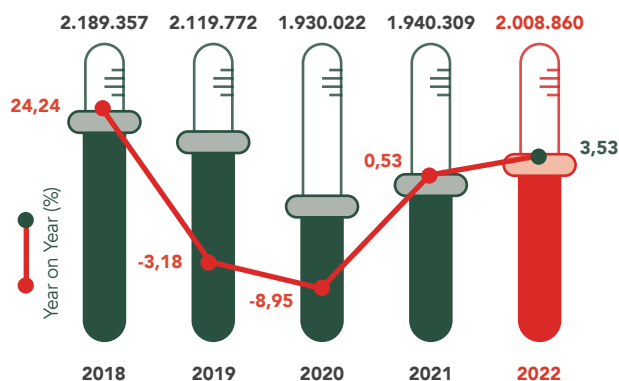
**Produksi Terak (Ton)**  
Clinker Production (Tons)



**Produksi Semen (Ton)**  
Cement Production (Tons)



**Volume Penjualan (Ton)**  
Sales Volume (Tons)







# IKHTISAR SAHAM

## SHARES HIGHLIGHTS

### Informasi Kinerja Saham

Perusahaan telah mencatat dan memperdagangkan sahamnya di Bursa Efek Indonesia sejak 28 Juni 2013. Adapun rincian perkembangan saham triwulanan Perusahaan tahun 2021 dan 2022 adalah sebagai berikut:

### Information of Stock Performance

Since June 28, 2013, the Company has listed and traded its shares on the Indonesia Stock Exchange. Below are the quarterly development details for the Company's shares in 2021 and 2022:

Kode Saham: **SMBR**  
Bursa Perdagangan Saham: **Bursa Efek Indonesia (BEI)**  
Stock Code: **SMBR**  
Stock Trading Exchange: **Indonesia Stock Exchange (IDX)**

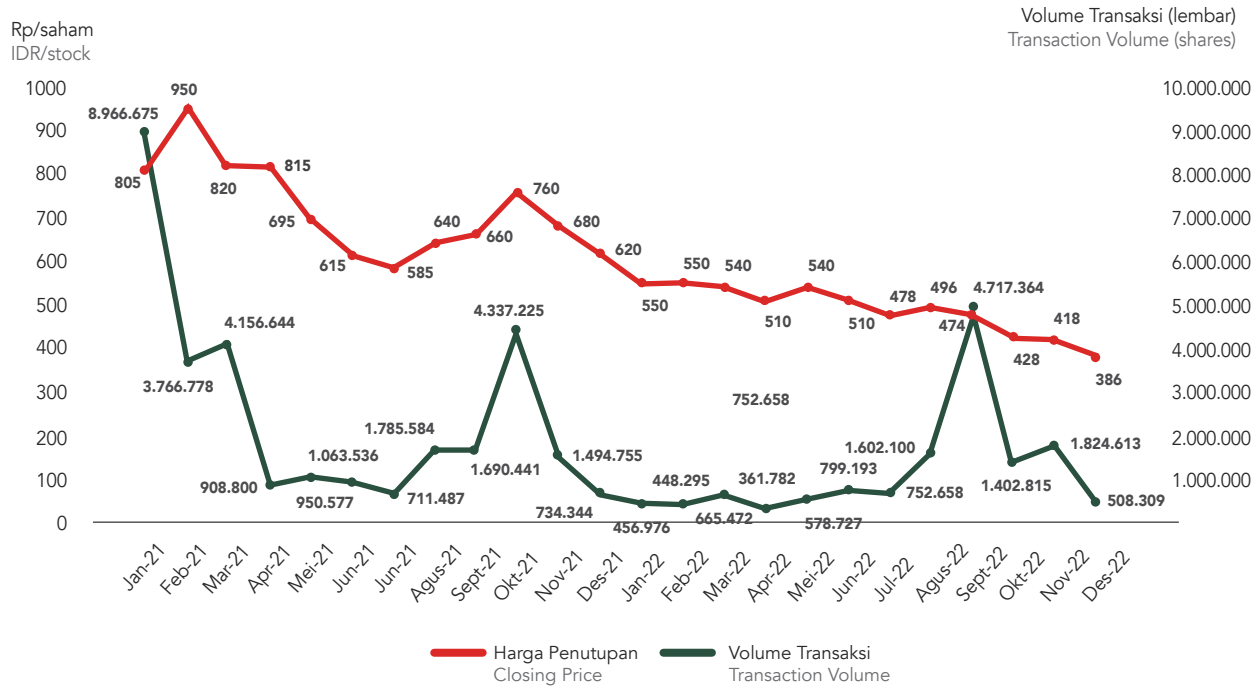
| Periode<br>Period           | Harga Saham (Rp)<br>Stock Price (IDR) |                      |                    |                      | Jumlah Saham<br>Beredar<br>(lembar saham)<br>Number of shares<br>outstanding<br>(shares) | Volume<br>Transaksi<br>(lembar saham)<br>Transaction<br>Volume (Share) | Kapitalisasi<br>Pasar (Rp)<br>Market<br>Capitalization<br>(IDR) |
|-----------------------------|---------------------------------------|----------------------|--------------------|----------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------|
|                             | Pembukaan<br>Opening                  | Tertinggi<br>Highest | Terendah<br>Lowest | Penutupan<br>Closing |                                                                                          |                                                                        |                                                                 |
| 2022                        |                                       |                      |                    |                      |                                                                                          |                                                                        |                                                                 |
| Triwulan I<br>Quarter I     | 545                                   | 550                  | 540                | 540                  | 9.932.534.336                                                                            | 1.570.743                                                              | 5.363.568.541.440                                               |
| Triwulan II<br>Quarter II   | 520                                   | 525                  | 505                | 510                  | 9.932.534.336                                                                            | 1.739.702                                                              | 5.065.592.511.360                                               |
| Triwulan III<br>Quarter III | 480                                   | 484                  | 458                | 474                  | 9.932.534.336                                                                            | 7.072.122                                                              | 4.708.021.275.264                                               |
| Triwulan IV<br>Quarter IV   | 390                                   | 392                  | 386                | 386                  | 9.932.534.336                                                                            | 3.735.737                                                              | 3.833.958.253.696                                               |
| 2021                        |                                       |                      |                    |                      |                                                                                          |                                                                        |                                                                 |
| Triwulan I<br>Quarter I     | 1.045                                 | 1.285                | 765                | 820                  | 9.932.534.336                                                                            | 16.890.097                                                             | 8.144.678.155.520                                               |
| Triwulan II<br>Quarter II   | 825                                   | 895                  | 590                | 615                  | 9.932.534.336                                                                            | 2.922.913                                                              | 6.108.508.616.640                                               |
| Triwulan III<br>Quarter III | 620                                   | 710                  | 545                | 660                  | 9.932.534.336                                                                            | 4.187.512                                                              | 6.555.472.661.760                                               |
| Triwulan IV<br>Quarter IV   | 660                                   | 860                  | 615                | 620                  | 9.932.534.336                                                                            | 6.566.324                                                              | 6.158.171.288.320                                               |





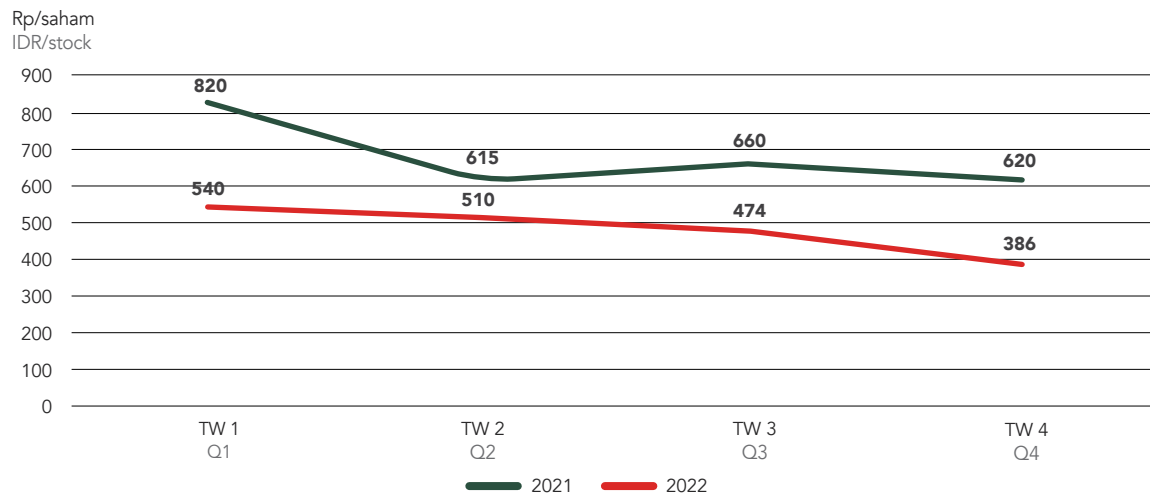
### Grafik Pergerakan Harga dan Volume Transaksi Saham 2021-2022

Graph of Price Movement and Stock Transaction Volume 2021-2022



### Grafik Pergerakan Harga Penutupan Saham Triwulanan 2021-2022

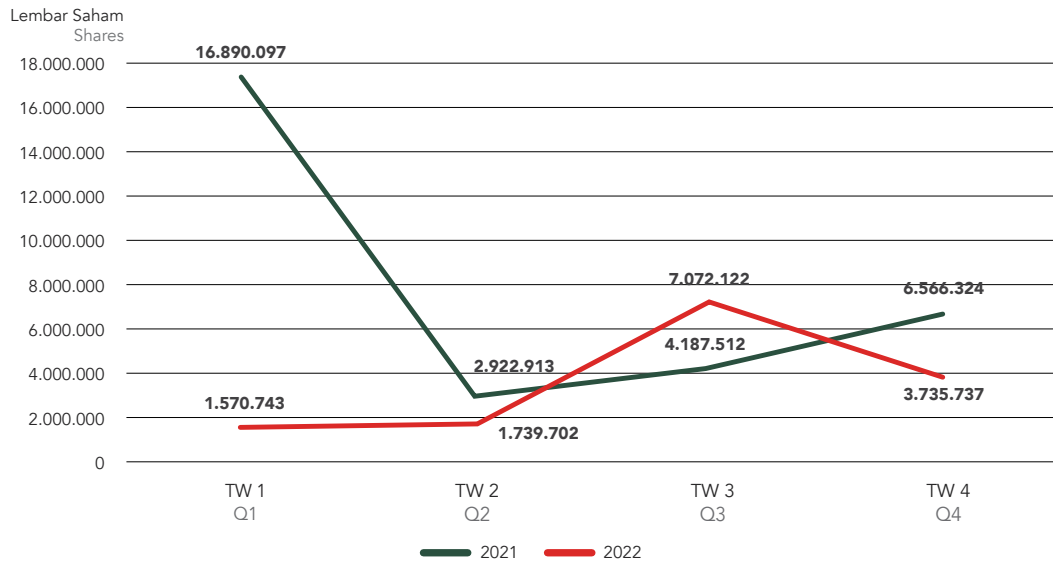
Graph of Quarterly Stock Closing Price Movement 2021-2022





### Grafik Pergerakan Volume Saham Triwulanan 2021-2022

Graph of Quarterly Stock Volume Movement 2021-2022



### Informasi Saham SMBR 2018-2022

SMBR Stock Information 2018-2022

| Uraian<br>Description                                                                           | 2022              | 2021              | 2020              | 2019              | 2018              |
|-------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Jumlah Saham pada Modal Dasar (Lembar Saham)<br>Number of Shares in Authorized Capital (Shares) | 30.000.000.000    | 30.000.000.000    | 30.000.000.000    | 30.000.000.000    | 30.000.000.000    |
| Nilai Saham pada Modal Dasar (Rp)<br>Value of Shares in Authorized Capital (IDR)                | 3.000.000.000.000 | 3.000.000.000.000 | 3.000.000.000.000 | 3.000.000.000.000 | 3.000.000.000.000 |
| Jumlah Saham Beredar (Lembar Saham)<br>Number of Outstanding Shares (Shares)                    | 9.932.534.336     | 9.932.534.336     | 9.932.534.336     | 9.932.534.336     | 9.932.534.336     |
| Nilai Nominal Saham (Rp/ Lembar Saham)<br>Share Nominal Value (IDR/Share)                       | 100               | 100               | 100               | 100               | 100               |
| Earning per Share (Rp/Lembar)<br>Earning per Share (IDR/share)                                  | 10                | 5                 | 1                 | 3                 | 8                 |
| Price to Earning Ratio (Kali)<br>Price to Earning Ratio (times)                                 | 40                | 119               | 963               | 145               | 228               |
| Price to Book Value (Kali)<br>Price to Book Value (times)                                       | 1,24              | 2,05              | 3,1               | 1,26              | 5,0               |



## Kronologis Pencatatan Saham

## Chronology of Shares Listing

| Periode<br>Period                | Keterangan<br>Description                                              | Nilai Nominal<br>(Rp)<br>Nominal<br>Value<br>(IDR) | Harga<br>Penawaran<br>(Rp)<br>Offering Price<br>(IDR) | Jumlah Saham<br>Diterbitkan<br>(lembar)<br>Total Shares<br>Issued (shares) | Jumlah Saham<br>(lembar)<br>Total Shares<br>(shares) |
|----------------------------------|------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------|
| <b>Sebelum IPO</b><br>Before IPO |                                                                        |                                                    |                                                       | <b>7.500.000.000</b>                                                       | <b>7.500.000.000</b>                                 |
| 2013                             | Penawaran Umum Saham Perdana<br>(IPO)<br>Initial Public Offering (IPO) | 100                                                | 560                                                   | 2.337.678.500                                                              | 9.837.678.500                                        |
| 2017                             | Management Employee Stock<br>Option Plan (MESOP)                       | 100                                                | 2.550                                                 | 87.118.783                                                                 | 9.924.797.283                                        |
| 2018                             | Management Employee Stock<br>Option Plan (MESOP)                       | 100                                                | 3.090                                                 | 7.737.053                                                                  | 9.932.534.336                                        |
| 2019                             | Management Employee Stock<br>Option Plan (MESOP)                       | 100                                                | 1.160                                                 | -                                                                          | 9.932.534.336                                        |

### Aksi Korporasi yang Menyebabkan Terjadinya Perubahan pada Saham

Pada tanggal 19 Desember 2022, terdapat aksi korporasi dengan telah dilakukannya penandatanganan Akta Perjanjian Pengalihan Saham Pemerintah di PT Semen Baturaja Tbk kepada PT Semen Indonesia (Persero) Tbk atau Semen Indonesia Group (SIG), yang merupakan pelaksanaan atas Peraturan Pemerintah Republik Indonesia No. 33 yang diterbitkan pada tanggal 21 September 2022, tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Semen Indonesia Tbk, yang telah dituangkan dalam Lembaran Negara Republik Indonesia No. 187 Tahun 2022, juga Keputusan Menteri Keuangan Republik Indonesia No. 413/KMK.06/2022 tanggal 18 Oktober 2022, tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Semen Indonesia Tbk.

Berdasarkan aksi korporasi tersebut, Pemerintah Indonesia resmi melakukan inbreng saham dengan mengalihkan saham Negara Republik Indonesia sejumlah 7.499.999.999 lembar saham Seri B dengan nilai seluruhnya sebesar Rp2.848.672.369.646,- atau mewakili 75,51% dari seluruh modal ditempatkan dan disetor penuh dalam Perusahaan ke dalam saham PT Semen Indonesia (Persero) Tbk atau Semen Indonesia (SIG). Proses pengalihan saham ini, dilaksanakan melalui penandatanganan Akta Perjanjian Pengalihan Saham No. 15, yang dibuat dihadapan Aulia Taufani, S.H., Notaris, di Jakarta. Transaksi inbreng saham ini tidak mengubah porsi kepemilikan Pemerintah atas saham pengendali di SIG, dan Pemerintah juga tetap memiliki 1 saham Seri A Dwiwarna di PT Semen Baturaja Tbk. Berdasarkan penandatanganan Akta tersebut, sekaligus merubah komposisi kepemilikan saham Perusahaan, serta status Perusahaan dari PT Semen Baturaja (Persero) Tbk menjadi PT Semen Baturaja Tbk.

### Corporate Actions That Cause the Changes in Shares

On December 19, 2022, a corporate action was taken with the signing of the Deed of Agreement for the transfer of Government shares in PT Semen Baturaja Tbk to PT Semen Indonesia (Persero) Tbk, also known as Semen Indonesia Group (SIG). This action was in compliance with Government Regulation No. 33, issued on September 21, 2022, which pertains to the addition of the Republic of Indonesia's state equity participation in the share capital of PT Semen Indonesia Tbk, as stated in the State Gazette of the Republic of Indonesia No. 187 of 2022. Additionally, Decree No. 413/KMK.06/2022 was issued by the Minister of Finance of the Republic of Indonesia on October 18, 2022, which determined the added value of the capital participation of the Republic of Indonesia into the share capital of PT Semen Indonesia Tbk.

Based on this corporate action, the Government of Indonesia officially *inbreng shares* by transferring shares of the Republic of Indonesia in the amount of 7,499,999,999 Series B shares with a total value of IDR2,848,672,369,646, - or representing 75.51% of the total issued and fully paid capital Company into shares of PT Semen Indonesia (Persero) Tbk or Semen Indonesia (SIG). The process of transferring these shares was carried out through the signing of the Deed of Share Transfer Agreement No. 15, made before Aulia Taufani, S.H., Notary, in Jakarta. This *Inbreng share* transaction does not change the portion of the Government's ownership of the controlling stake in SIG, and the Government also still owns 1 Series A Dwiwarna share in PT Semen Baturaja Tbk. Based on the signing of the Deed, it also changed the composition of the Company's share ownership, as well as the status of the Company from PT Semen Baturaja (Persero) Tbk to PT Semen Baturaja Tbk.



### **Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Penghapusan Pencatatan Saham (*Delisting*)**

Hingga 31 Desember 2022, Perusahaan tidak pernah dikenakan sanksi yang dapat berpengaruh terhadap aktivitas perdagangan saham di Bursa Efek tempat Perusahaan mencatatkan saham dan memperdagangkan saham, baik penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*). Dengan demikian, tidak terdapat informasi terkait dampak dari penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*), yang dapat disajikan dalam Laporan Tahunan ini.

### **Temporary Suspension of Share Trading and/or Delisting of Shares**

As of December 31, 2022, the Company has not received any sanctions that could affect its stock trading activities on the Stock Exchange where its shares are listed and traded. There has been no temporary suspension of share trading (*suspension*) or cancellation of share listing (*delisting*) that has impacted the Company, and therefore, there is no relevant information to present in this Annual Report.



## INFORMASI MENGENAI OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI YANG MASIH BEREDAR

### INFORMATION ON BONDS, SUKUK OR CONVERSION BONDS STILL IN CIRCUMSTANCES

Hingga 31 Desember 2022, Perusahaan tidak menerbitkan obligasi, sukuk, atau obligasi konversi yang beredar (*outstanding*). Dengan demikian, pada Laporan Tahunan ini, tidak terdapat informasi mengenai daftar obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga/imbalan, tanggal jatuh tempo, serta peringkat obligasi/sukuk dalam 2 (dua) tahun terakhir.

As of December 31, 2022, the Company did not have any outstanding bonds, sukuk, or convertible bonds. Therefore, this Annual Report does not include information related to the list of outstanding bonds/sukuk/convertible bonds, interest/yield rates, maturity dates, and bond/sukuk ratings in the last two years.

## INFORMASI SUMBER PENDANAAN LAINNYA

### INFORMATION ON OTHER SOURCES OF FUNDING

Di tahun 2022, Perusahaan tidak menerbitkan *Medium Term Note* (MTN) atau pendanaan berbentuk utang lainnya. Dengan demikian, tidak terdapat informasi mengenai sumber pendanaan lainnya pada Laporan Tahunan ini.

The Company opted not to pursue debt financing in the form of Medium Term Notes or any other means during 2022. Therefore, there is no information related to other sources of funding that can be presented in this Annual Report.





## KILAS PERISTIWA EVENTS HIGHLIGHTS



Januari 2022  
January 2022

7

Semen Baturaja bersama Serikat Karyawan Semen Baturaja (SKSB) menyalurkan bantuan untuk korban bencana erupsi Gunung Semeru di Lumajang, Jawa Timur.

Semen Baturaja together with the Semen Baturaja Employees Union (SKSB) distributed aid to victims of the Mount Semeru eruption disaster in Lumajang, East Java.



Maret 2022  
March 2022

1

Semen Baturaja berhasil Meraih Penghargaan Indonesia Information Technology Award - IV - 2022 "The Best IT - For SEO's Public Company" Platinum Award yang diselenggarakan oleh Economic Review.

Semen Baturaja Received the Indonesia Information Technology Award - IV - 2022 "The Best IT - For SEO's Public Company" Platinum Award organized by the Economic Review.



Maret 2022  
March 2022

9

Semen Baturaja menandatangani nota kesepahaman dengan Kepolisian Daerah Sumatra Selatan terkait Pengamanan Objek Vital Nasional.

Semen Baturaja signed a memorandum of understanding with the South Sumatra Regional Police regarding the Security of National Vital Objects.





Maret 2022  
March 2022

16

Semen Baturaja melaksanakan Asesmen *Indonesia Industry 4.0* Readiness Index (INDI 4.0) dengan hasil skor penilaian 2,55 berdasarkan hasil evaluasi pada 07 Juni 2022 oleh Balai Besar Bahan dan Barang Teknik (B4T). Skor tersebut menunjukkan Perusahaan berada pada level Kesiapan Matang.

Semen Baturaja carried out the *Indonesia Industry 4.0* Readiness Index (INDI 4.0) Assessment with a 2.55 score based on the evaluation results on June 07, 2022 by the Center for Materials and Technical Goods (B4T). This score shows that the Company is at the Mature Readiness level.



Maret 2022  
March 2022

18

Semen Baturaja berhasil Meraih Penghargaan *Indonesia Sales & Marketing (ISMA) 5th Award 2022 "The Best Sales Marketing For SEO - Public Company" GOLD Award – Excellent* yang diselenggarakan oleh Economic Review.

Semen Baturaja won the 5th *Indonesia Sales & Marketing (ISMA) Award 2022 "The Best Sales Marketing For SEO - Public Company" GOLD Award – Excellent* organized by Economic Review.



Maret 2022  
March 2022

25

Semen Baturaja menggelar Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2021 di Wisma Antara, Jakarta Pusat.

Semen Baturaja held an Annual General Meeting of Shareholders (AGMS) for the 2021 Fiscal Year at Wisma Antara, Central Jakarta.



April 2022  
April 2022

4

Semen Baturaja berhasil meraih skor TKDN tertinggi sebesar 99,87% untuk produk white clay dalam pemenuhan TKDN dari 8 produk yang didaftarkan melalui Program Peningkatan Penggunaan Produk Dalam Negeri (P3DN) Kementerian Perindustrian RI.

Semen Baturaja has achieved a remarkable feat by obtaining the highest score of 99.87% in terms of Domestic Component Level for its white clay product among eight registered products under the Domestic Product Utilization Improvement Program initiated by the Ministry of Industry of the Republic of Indonesia.



April 2022  
April 2022

7

Tiga Pabrik Semen Baturaja berhasil meraih penghargaan Sertifikat PROPER Biru dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Ketiga pabrik ini merupakan Unit Pengantongan Kertapati, Unit Pabrik Panjang, dan Unit Pabrik Baturaja.

Three Baturaja Cement Plant won the PROPER Blue Certificate award from the Ministry of Environment and Forestry (KLHK). These three factories are the Kertapati Packing Unit, Panjang Plant Unit, and Baturaja Plant Unit.



Mei 2022  
May 2022

24

Semen Baturaja kembali meraih Zero Accident Award (Penghargaan Kecelakaan Nihil) yang diberikan oleh Kementerian Ketenagakerjaan Republik Indonesia. Perusahaan berhasil melaksanakan program Kesehatan dan Keselamatan Kerja (K3) tanpa Kecelakaan Kerja (Zero Accident) di 3 Site, yaitu Site Baturaja, Site Lampung dan Site Palembang.

Semen Baturaja again Received the Zero Accident Award provided by the Ministry of Manpower of the Republic of Indonesia. The Company successfully implemented the Occupational Health and Safety (OHS) program without Work Accidents (Zero Accident) at 3 Sites, namely the Baturaja Site, Lampung Site and the Palembang Site.



Mei 2022  
May 2022

27

Semen Baturaja berhasil meraih Best State Owned Enterprise & Top 50 MID Capitalization of Public Listed Company (MID CAP PLCS) dalam Ajang Penghargaan 13TH IICD Corporate Governance Award 2022.

Semen Baturaja won Best State Owned Enterprise & Top 50 MID Capitalization of Public Listed Company (MID CAP PLCS) at the 13TH IICD Corporate Governance Award 2022.



Juni 2022  
June 2022

16

Semen Baturaja Menandatangani Nota Kesepahaman dengan Kejaksaan Tinggi (Kejati) Sumatra Selatan tentang Penanganan Permasalahan Hukum Perdata dan Tata Usaha Negara di Kantor Pusat Palembang.

Semen Baturaja Signed a Memorandum of Understanding (MoU) with the High Prosecutor's Office (Kejati) of South Sumatra regarding the Handling of Civil and State Administrative Law Issues at the Head Office Palembang.







Juni 2022  
June 2022

23

Dalam rangka peningkatan kualitas pelayanan Informasi Publik, Semen Baturaja menggelar Kegiatan Bimbingan Teknis (Bimtek) PPID yang bertempat di Kantor Pusat Palembang.

In order to improve the quality of Public Information services, Semen Baturaja held a PPID Technical Guidance Activity which took place at the Head Office Palembang.



Juli 2022  
July 2022

8

Dalam rangka memperingati Hari Lingkungan Hidup Sedunia, Semen Baturaja menggelar Pembagian Bibit Tanaman ke Sekolah Adiwiyata melakukan peresmian Kebun Durian di lapangan area Pabrik Baturaja yang menggunakan sistem silvikultur dengan harapan dapat meningkatkan keanekaragaman hayati disekitarnya.

In commemoration of World Environment Day, Semen Baturaja distributed Plant Seeds to Adiwiyata Schools and inaugurated a Durian Garden in the Baturaja Plant area which used a silvicultural system with the hope of increasing the surrounding biodiversity.



Agustus 2022  
August 2022

19

Semen Baturaja menggelar Program Bimbingan Teknis (Bimtek) Sertifikasi Halal untuk para UMK Binaan Rumah BUMN Baturaja.

Semen Baturaja held a Halal Certification Technical Guidance Program for MSEs assisted by the Rumah BUMN Baturaja.



Agustus 2022  
August 2022

24

Semen Baturaja berhasil meraih Sertifikat Indonesia Industry 4.0 (INDI) dari Kementerian Perindustrian (Kemenperin) Republik Indonesia. Sertifikat INDI 4.0 diserahkan oleh Sekretaris Jenderal Kementerian Perindustrian Doddy Widodo kepada Direktur Utama Semen Baturaja.

Semen Baturaja got the Indonesia Industry 4.0 (INDI) Certificate from the Ministry of Industry (Kemenperin) of the Republic of Indonesia. The INDI 4.0 certificate was handed over by the Secretary General of the Ministry of Industry Doddy Widodo to the President Director of Semen Baturaja.



September 2022  
September 2022

13

Semen Baturaja menyelenggarakan *Public Expose* secara online pada 13 September 2022, yang merupakan rangkaian acara *Public Expose Live 2022* yang digelar oleh Bursa Efek Indonesia (BEI) sebagai pemenuhan atas Peraturan Bursa Efek Indonesia Nomor I-E tentang Kewajiban Penyampaian Informasi.

Semen Baturaja held an online Public Expose on September 13, 2022, which is a series of Public Expose Live 2022 events held by the Indonesia Stock Exchange (IDX) as compliance with Indonesia Stock Exchange Regulation Number I-E concerning Obligations for Submitting Information.



September 2022  
September 2022

29

Komitmen Dukung Program TJSL, Semen Baturaja raih penghargaan Best TJSL 2022 with *Outstanding Social Economic Empowerment and Community Impact Category Infrastructure Services* yang digelar oleh Warta Ekonomi.

Commitment to Support the TJSL Program, Semen Baturaja won the Best TJSL 2022 award with Outstanding Social Economic Empowerment and Community Impact Category Infrastructure Services held by Warta Ekonomi.



Oktober 2022  
October 2022

6

Semen Baturaja menyelenggarakan *Gathering Distributor* tahun 2022 pada 5 - 6 Oktober 2022, di El Hotel Royale Bandung dengan tema "NEW JOURNEY TO THE TOP".

Semen Baturaja held the 2022 Distributor Gathering on 5 - 6 October 2022, at the El Hotel Royale Bandung with the theme "NEW JOURNEY TO THE TOP".



Oktober 2022  
October 2022

18

Semen Baturaja bersama dengan Dinas Pekerjaan Umum dan Penataan Ruang (PUPR) kota Palembang menggelar bimbingan teknis (Bimtek) Sertifikasi Kompetensi Tenaga Kerja Konstruksi Terampil.

Semen Baturaja together with the Office of Public Works and Spatial Planning (PUPR) Palembang city held technical guidance (Bimtek) for Competency Certification for Skilled Construction Workers.





Oktober 2022  
October 2022

21

Semen Baturaja berhasil raih penghargaan TrenAsia ESG Excellence Awards 2022 dengan kategori Cement Peringkat Sustainability yang diselenggarakan oleh TrenAsia pada 21 Oktober 2022 di Ritz Carlton, Mega Kuningan Jakarta.

Semen Baturaja won the TrenAsia ESG Excellence Awards 2022 in the Sustainability Rating Cement category organized by TrenAsia on 21 October 2022 at the Ritz Carlton, Mega Kuningan Jakarta.



Oktober 2022  
October 2022

27

Semen Baturaja raih penghargaan pada ajang International Quality & Productivity Convention (IQPC) 2022 yang dilaksanakan di Bali pada 24 – 27 Oktober 2022. SMBR berhasil memborong 2 penghargaan yaitu 1 penghargaan Peringkat Excellent dan 1 Penghargaan Peringkat Outstanding.

Semen Baturaja won an award at the 2022 International Quality & Productivity Convention (IQPC) which was held in Bali on October 24-27 2022. SMBR managed to win 2 awards, namely 1 Excellent Rating award and 1 Outstanding Rating Award.



November 2022  
November 2022

14

Dalam rangka Memperingati Hari Ulang Tahun Semen Baturaja ke-48 tahun, Perusahaan menyelenggarakan Upacara Pemberian Tanda Jasa & Setia Karya serta acara Ramah Tamah secara offline dan secara online.

In commemoration of the 48th anniversary of Semen Baturaja, the Company held a Service Award Ceremony & Loyalty and Friendly events both offline and online.



November 2022  
November 2022

22

Wujudkan pembangunan berkelanjutan, Semen Baturaja berhasil meraih dua penghargaan sekaligus dalam ajang Indonesia SDGs Award (ISDA) 2022 yang digelar di Hotel Ritz Carlton Kuningan, Jakarta.

Semen Baturaja has been acknowledged for its commitment to promoting sustainable development by receiving two awards at the 2022 Indonesia SDGs Award (ISDA) ceremony, which took place at the Ritz Carlton Hotel in Kuningan, Jakarta.





November 2022  
November 2022

23

Direktur Produksi dan Pengembangan Semen Baturaja Suherman Yahya berhasil meraih penghargaan sebagai *The Next Top Leaders 2022* dalam Acara Forum Infobank *TOP 100 CEO's & The Next Leaders Forum 2022* yang diselenggarakan oleh Majalah Infobank.

Director of Production and Development of Semen Baturaja Suherman Yahya won an award as *The Next Top Leaders 2022* at the Infobank *TOP 100 CEO's & The Next Leaders Forum 2022* event organized by Infobank Magazine.



November 2022  
November 2022

24

Semen Baturaja berhasil mendapatkan peringkat GOLD atas Laporan Keberlanjutan yang diterbitkan pada Tahun Buku 2021 pada malam penganugerahan *Asia Sustainability Reporting Rating (ASRRAT) 2022*.

Semen Baturaja Received a GOLD rating for the published Sustainability Report in the 2021 Fiscal Year on the night award of the 2022 Asia Sustainability Reporting Rating (ASRRAT) award.



November 2022  
November 2022

25

Berkat komitmen penerapan prinsip industri hijau dalam aktivitas proses bisnis Perusahaan, Semen Baturaja berhasil meraih penghargaan Industri Hijau Kinerja Terbaik Tahun 2022 dari Kementerian Perindustrian (Kemenperin) Republik Indonesia.

Result of the commitment to implementing green industry principles in the Company's business process activities, Semen Baturaja won the 2022 Best Performance Green Industry award from the Ministry of Industry (Kemenperin) of the Republic of Indonesia.



November 2022  
November 2022

25

Semen Baturaja raih penghargaan pada ajang Temu Karya Mutu & Produktivitas Nasional XXVI (TKMPN) 2022 yang dilaksanakan di Lombok pada 21 – 25 November 2022. Tim Inovasi Semen Baturaja berhasil memborong 7 penghargaan Peringkat GOLD pada ajang tersebut.

Semen Baturaja won an award at the XXVI National Quality & Productivity Works Meet (TKMPN) 2022 event which was held in Lombok on November 21-25, 2022. The Semen Baturaja Innovation Team managed to win 7 GOLD Rating awards at the event.





November 2022  
November 2022

30

Konsisten Terapkan SNI, Semen Baturaja berhasil meraih penghargaan peringkat Perak dalam Acara SNI Award Tahun 2022 oleh Badan Standardisasi Nasional (BSN).

Consistently Applying SNI, Semen Baturaja Received a Silver rating award in the 2022 SNI Award Event by the National Standardization Agency (BSN).



Desember 2022  
December 2022

14

Semen Baturaja berhasil meraih hasil "Informatif" yang diumumkan pada acara Anugerah Monitoring dan Evaluasi (Monev) Keterbukaan Informasi Publik (KIP) Badan Publik (BP) tahun 2022 oleh Komisi Informasi Pusat (KI Pusat).

Semen Baturaja succeeded in achieving "Informative" results which were announced at the 2022 Public Agency (BP) Public Agency (BP) Monitoring and Evaluation Award (Monev) by the Central Information Commission (Central KI).



Desember 2022  
December 2022

19

Pemerintah Republik Indonesia resmi mengalihkan 75,51% Saham milik Pemerintah RI di Semen Baturaja ke SIG. Ditandai dengan Penandatanganan Akta Inbreng yang dilakukan oleh Wakil Menteri BUMN II, Kartika Wirjoatmodjo dan Direktur Utama SIG, Donny Aarsal, di Kantor Kementerian BUMN.

The Government of the Republic of Indonesia officially transferred 75.51% of the Government of Indonesia's shares in Semen Baturaja to SIG, marked by the signing of the Inbreng Deed by the Deputy Minister of BUMN II, Kartika Wirjoatmodjo and the President Director of SIG, Donny Aarsal, at the Office of the Ministry of SOE.









## **LAPORAN MANAJEMEN**

### MANAGEMENT REPORT

Dalam menghadapi persaingan industri semen nasional yang semakin kompetitif dan upaya untuk menciptakan pertumbuhan kinerja yang berkelanjutan, Perusahaan merumuskan berbagai kebijakan dan inisiatif strategis yang tentunya dengan tetap mematuhi regulasi yang berlaku serta memperhatikan aspek risiko yang mungkin akan timbul.

To cope with the growing competition in the national cement industry and to achieve sustainable growth in performance, the Company has developed several policies and strategic initiatives that comply with applicable regulations and address potential risks.





PT SEMEN BATURAJA Tbk

# LAPORAN DEWAN KOMISARIS

## REPORT FROM BOARD OF COMMISSIONERS



**Franciscus M.A. Sibarani**  
Komisaris Utama  
President Commissioner



**"Dewan Komisaris memandang bahwa kinerja Direksi dalam pengelolaan Perusahaan pada tahun 2022 secara umum dapat dikatakan sangat baik. Dari sisi kinerja, pencapaian target-target Perusahaan lebih baik dibandingkan dengan periode tahun sebelumnya. Direksi dapat menyelaraskan target dengan sasaran sesuai dengan ruang lingkup tugas masing-masing Direksi. Sehingga dapat memenuhi target *Key Performance Indicators* (KPI), yang telah disetujui dalam Kontrak Manajemen."**

"The Board of Commissioners considers the Directors' performance in managing the Company in 2022 to be excellent. The Company achieved better results in terms of its targets than in the previous year. The Directors were able to align their targets with their responsibilities and fulfill the Key Performance Indicators (KPIs) set forth in the Management Contract."

#### **Pemegang Saham dan Pemangku Kepentingan yang kami hormati,**

Puji dan syukur kami panjatkan kepada Tuhan Yang Maha Esa, semoga berkat dan rahmat-Nya selalu dilimpahkan untuk kita semua. Dewan Komisaris mensyukuri bahwa Perusahaan berhasil melalui tahun 2022 dengan cukup baik. Sepanjang tahun 2022 Dewan Komisaris telah melaksanakan tugas dan tanggung jawab sesuai dengan Anggaran Dasar dan Ketentuan Otoritas, serta melakukan pengawasan terhadap pelaksanaan tugas Direksi atas kebijakan pengelolaan Perusahaan.

Merupakan bagian dari pertanggungjawaban Dewan Komisaris untuk melaporkan kepada Pemegang Saham dan seluruh Pemangku Kepentingan mengenai pengawasan atas kepengurusan Direksi dan pemberian nasihat kepada Direksi selama tahun 2022. Dalam laporan ini akan disampaikan penilaian Dewan Komisaris atas kinerja Direksi, pengawasan Dewan Komisaris terhadap implementasi atas prospek usaha yang disusun oleh Direksi, pandangan Dewan Komisaris atas penerapan tata kelola perusahaan, laporan tentang perubahan komposisi Dewan Komisaris, serta cara pemberian nasihat dan saran Dewan Komisaris kepada Direksi.

#### **Pandangan Dewan Komisaris terkait Perkembangan Perusahaan di Tahun 2022**

Dewan Komisaris memahami bahwa perkembangan Perusahaan, secara tidak langsung dipengaruhi oleh kondisi perekonomian dan industri. Di mana di sepanjang tahun 2022, perekonomian global mengalami sejumlah guncangan yang berakibat pada tertahannya pertumbuhan ekonomi dan tekanan inflasi yang lebih tinggi dibanding tahun-tahun sebelumnya. Di sisi lain, meskipun stabilitas ekonomi nasional mengalami tekanan, namun masih dapat dikendalikan bahkan cenderung menguat. Berdasarkan data Badan Pusat Statistik (BPS), ekonomi Indonesia tercatat tumbuh menguat

#### **Dear Shareholders and Stakeholders,**

We offer our gratitude and praise to God Almighty, and ask for His continued blessings and grace upon all of us. The Board of Commissioners is pleased to report that the Company has performed well in 2022. Throughout the year, the Board of Commissioners fulfilled its duties and responsibilities in accordance with the Articles of Association and Authority Provisions, and effectively supervised the Board of Directors' implementation of the Company's management policies.

As part of their responsibility to report to shareholders and stakeholders, the Board of Commissioners provides oversight of the Board of Directors and offers advice to them. In this report, the Board of Commissioners will present their assessment of the Board of Directors' performance in 2022, their supervisory role in implementing the business prospects prepared by the Board of Directors, their views on the implementation of corporate governance, any changes in the composition of the Board of Commissioners, as well as the methods used to provide advice and suggestions to the Board of Directors.

#### **The Board of Commissioners' Perspective on the Company's Progress in 2022**

The Board of Commissioners understands that the progress of the Company is indirectly influenced by economic and industrial conditions. Throughout 2022, the global economy experienced a number of shocks that resulted in stalled economic growth and higher inflationary pressures compared to previous years. On the other hand, even though national economic stability was under pressure, it could still be controlled and even tended to strengthen. Based on data from the Central Statistics Agency (BPS), Indonesia's economy recorded stronger growth of 5.31% in 2022, higher than the



sebesar 5,31% di tahun 2022, lebih tinggi dibanding capaian tahun 2021 yang sebesar 3,70%. Sementara inflasi Indeks Harga Konsumen (IHK) pada bulan Desember 2022 tercatat menjadi 0,66% *month to month* (mtm), sehingga inflasi pada tahun 2022 menjadi 5,51% *year on year* (yoy), meningkat dibandingkan dengan inflasi IHK di 2021, sebesar 1,87% (yoy), hal ini terutama dipengaruhi oleh dampak penyesuaian harga bahan bakar minyak (BBM) bersubsidi pada bulan September 2022.

Di sisi lain, *demand* semen secara nasional di tahun 2022 mengalami kontraksi penurunan sebesar 3,3% dari periode yang sama tahun sebelumnya. Penurunan *demand* juga terjadi hampir di seluruh wilayah, yakni Pulau Sumatra (-5,7%), Pulau Jawa sebesar (-3,8%), Pulau Kalimantan (-0,2%), Pulau Sulawesi (-0,4%) dan Pulau Nusa Tenggara (-3,1%), sementara itu di wilayah Sumbagsel yang menjadi pasar basis Perusahaan turun sebesar 6,8% terhadap tahun lalu. Kondisi *oversupply* yang masih berlangsung hingga saat ini mengakibatkan terjadinya persaingan yang sangat ketat di industri semen nasional, sehingga utilisasi pabrik yang masih sangat rendah. Adapun pada tahun 2022, utilisasi pabrik tercatat sebesar 53% atau turun 3% dibanding tahun sebelumnya.

Menghadapi kondisi perekonomian yang belum stabil, Dewan Komisaris cukup mengapresiasi atas langkah-langkah inisiatif strategis yang diambil Perusahaan, yakni berupa *Strengthen Market Positioning* yang mengarah kepada penguatan *customer relation*, *Cost Leadership through SMBRGO45 Program* atau upaya efisiensi biaya di berbagai lini, dan *Competency Improvement of Employee* yang berfokus menciptakan *Human Capital* yang unggul dan profesional dengan mengembangkan sistem manajemen berbasis talenta.

### Penilaian Dewan Komisaris terhadap Kinerja Direksi atas Pengelolaan Perusahaan

Dalam memberikan penilaian atas kinerja Direksi dalam pengelolaan Perusahaan, 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 2022 baik yang bersifat kolegal (korporat) maupun individual yang telah disusun pada awal tahun dan telah disepakati dengan Pemegang Saham sebagai Kontrak Manajemen Direksi.

Selain tersebut diatas, penilaian juga dilakukan terhadap kinerja Direksi berdasarkan penerapan *Good Corporate Governance* (GCG). Hal ini sejalan dengan Surat Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012 tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

3.70% achievement in 2021. Meanwhile, the Consumer Price Index inflation in December 2022 was recorded at 0.66% month-to-month (mtm), so the inflation in 2022 was 5.51% year-on-year (yoy), an increase compared to the 1.87% (yoy) CPI inflation in 2021. This increase was mainly affected by the impact of the price adjustment of subsidized fuel oil (BBM) in September 2022.

On the other hand, in 2022, the national demand for cement experienced a contraction of 3.3% from the same period the previous year. This decline in demand occurred in almost all regions, including Sumatra Island (-5.7%), Java Island (-3.8%), Kalimantan Island (-0.2%), Sulawesi Island (-0.4%), and Nusa Tenggara Island (-3.1%). Meanwhile, in the Company's base market of South Sumatra, the demand fell by 6.8% compared to last year. The ongoing oversupply condition has resulted in tight competition in the national cement industry and very low plant utilization. As of 2022, plant utilization is recorded at 53%, which is a 3% decrease compared to the previous year.

Given the unstable economic conditions, the Board of Commissioners appreciates the strategic initiatives taken by the Company, which include strengthening market positioning to enhance customer relations, implementing the SMBRGO45 Program for cost efficiency in various fields to achieve cost leadership, and focusing on improving the competency of employees by creating a leading and professional Human Capital through a talent-based management system.

### Board of Commissioners' Assessment of Board of Directors' Performance on Company Management

To assess the performance of the Board of Directors in managing the Company, the Board of Commissioners uses measurable criteria, which includes achieving the targets set in the Company Work Plan and Budget (RKAP) and *Key Performance Indicators* (KPI) for 2022. These targets, both collective (corporate) and individual, are established at the beginning of the year and agreed upon with Shareholders Shares as part of the Directors' Management Contract.

Furthermore, the performance of the Board of Directors is also evaluated based on their implementation of *Good Corporate Governance* (GCG). This assessment is in accordance with the Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012 dated June 06, 2012, which provides the indicators and parameters for evaluating the implementation of GCG in State-Owned Enterprises.





Sehubungan dengan penerapan GCG tersebut, antara lain ditunjukkan juga melalui rapat gabungan antara Dewan Komisaris dengan Direksi yang diselenggarakan secara rutin. Pada tahun 2022, jumlah rapat gabungan yang telah diselenggarakan sebanyak 25 kali. Pada kesempatan tersebut, Dewan Komisaris memberikan arahan dan masukan kepada Direksi terkait dengan hal-hal yang perlu mendapat perhatian dan ditindaklanjuti. Dewan Komisaris senantiasa melakukan pemantauan terhadap tindak lanjut dari hasil rapat tersebut.

Mengacu kepada pertimbangan-pertimbangan di atas, Dewan Komisaris memandang bahwa kinerja Direksi dalam pengelolaan Perusahaan pada tahun 2022 secara umum dapat dikatakan sangat baik. Dari sisi kinerja, pencapaian target-target Perusahaan lebih baik dibandingkan dengan periode tahun sebelumnya. Direksi dapat menyelaraskan target dengan sasaran sesuai dengan ruang lingkup tugas masing-masing Direksi. Sehingga dapat memenuhi target *Key Performance Indicators* (KPI), yang telah disetujui dalam Kontrak Manajemen.

Sepanjang tahun 2022, Perusahaan membukukan volume produksi semen sebesar 1.995.565 ton dan volume penjualan semen sebesar 2.008.860 ton. Dibandingkan dengan tahun sebelumnya masing-masing mengalami peningkatan sebesar 2% dan 4%.

Perusahaan juga berhasil meningkatkan pangsa pasar di wilayah Sumbagsel menjadi 34% atau naik 3% dibanding tahun 2021. Meskipun terjadi penurunan pangsa pasar di wilayah Sumatra Selatan sebesar 4% namun untuk wilayah Lampung terjadi peningkatan pasar sebesar 8%, di Jambi meningkat 3%, di Bengkulu meningkat 3% dan Bangka Belitung meningkat 5% dibandingkan dengan periode yang sama tahun lalu.

Dari sisi kinerja keuangan, Perusahaan mampu memaksimalkan penjualan dengan capaian Rp1,88 triliun, meningkat 7,43% dari realisasi di tahun 2021 yang sebesar Rp1,75 triliun sehingga perolehan laba bersih tumbuh 103% dari Rp46,71 miliar pada tahun 2021 naik menjadi Rp94,83 miliar di tahun 2022.

Sedangkan dari sisi penerapan GCG, Dewan Komisaris menilai bahwa Direksi juga telah melaksanakannya dengan baik. Hal ini, antara lain terlihat dari pencapaian skor penilaian atas penerapan GCG yang meningkat menjadi 94,902 atau mencapai 94,90% pada tahun 2022 dengan predikat "Sangat Baik", dari tahun sebelumnya 93,85, serta skor *risk maturity* indeks naik menjadi 4,22 yang sebelumnya skor 3,46, dengan demikian mencerminkan pelaksanaan GCG dan Manajemen Risiko yang semakin baik, terencana dan konsisten.

Selain itu, pada tahun 2022 Dewan Komisaris juga memberikan perhatian penuh terhadap pencapaian KPI Perusahaan di tahun 2022 dengan indikator:

1. Nilai Ekonomi dan Sosial untuk Indonesia: dari sisi Finansial: yaitu Ekspansi berkesinambungan melalui pencapaian EBITDA, *Return on Invested Capital* (ROIC)  $\geq$  WACC, Posisi keuangan yang *sustainable*

To ensure the implementation of GCG, joint meetings are regularly held between the Board of Commissioners and the Board of Directors. In 2022, these joint meetings were held 25 times, during which the Board of Commissioners provided guidance and input to the Board of Directors on matters that required attention and follow-up. The Board of Commissioners also continuously monitors the follow-up of the meeting results.

With reference to the aforementioned considerations, the Board of Commissioners holds the view that the performance of the Board of Directors in managing the Company in 2022 can be described as excellent. The Company's achievements in terms of performance were better than the previous year's period. The Directors were able to align the targets with the objectives based on their respective duties. This enabled them to meet the *Key Performance Indicators* (KPI) targets, which were approved in the Management Contract.

Throughout 2022, the Company recorded cement production volume of 1,995,565 tons and cement sales volume of 2,008,860 tons. Compared to the previous year, there was an increase of 2% and 4% respectively.

Furthermore, the Company was able to increase its market share in the South Sumatra region by 3%, reaching 34% in 2022. Although there was a 4% decrease in the Company's market share in this region, it was compensated by the Lampung region's market share increase of 8%, and by 3% increases in Jambi and Bengkulu regions, as well as a 5% increase in the Bangka Belitung region, compared to the same period in the previous year

In terms of financial performance, the Company was able to maximize sales by achieving IDR1.88 trillion, an increase of 7.43% from the realization in 2021 of IDR1.75 trillion. The net profit grew by 103% from IDR46.71 billion in 2021, increasing to IDR94.83 billion in 2022.

On the other hand, the Board of Commissioners is of the view that the Board of Directors has performed well in terms of implementing GCG. This is evidenced by the increase in the GCG implementation score to 94.902 or 94.90% in 2022, with an "Excellent" rating, compared to 93.85 in the previous year. Additionally, the Company's risk maturity index score increased from 3.46 to 4.22, reflecting a more effective, planned, and consistent implementation of GCG and risk management

In addition, in 2022, the Board of Commissioners devoted full attention to the Company's achievement of its *Key Performance Indicators* (KPIs) for the year, as indicated by:

1. Economic and Social Value for Indonesia: from a financial standpoint: Continuous expansion through achieving EBITDA, *Return on Invested Capital* (ROIC)  $\geq$  WACC, a sustainable financial position with indicators Interest



dengan indikator *Interest Bearing Debt to Invested Capital*, *Interest Bearing Debt to EBITDA*, dan dari sisi operasional, yaitu *Overall Equipment Effectiveness (OEE)*, *Capacity Utilization Rate*, serta dari sisi Sosial, yaitu *Thermal Substitution Rate*.

2. Inovasi Model Bisnis, yaitu dari Pertumbuhan Pendapatan Transaksi *Digital Platform* dan *Downstream Business Contribution to Total Revenue*.
3. Kepemimpinan Teknologi, yaitu *Intelligence Process Control System (IPCS)* dan *Predictive Maintenance Berbasis Artificial Intelligence (PMI)*.
4. Peningkatan Investasi, yaitu Realisasi Investasi dan Skor *Risk Maturity Index*.
5. Pengembangan Talenta, yaitu Rasio Perempuan dalam Nominated Talent dan Rasio Milenial ( $\leq 42$  tahun) dalam Nominated Talent serta Implementasi/penyusunan kebijakan terkait *Talent Development & Career Path System* di lingkup *Holding/Klaster*.

### Pengawasan terhadap Implementasi Strategi Perusahaan

Sesuai dengan amanat regulasi, salah satu tugas utama Dewan Komisaris adalah melakukan pengawasan terhadap Direksi dalam pengelolaan Perusahaan. 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 yang 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, seperti 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 Perusahaan.

Sepanjang tahun 2022, frekuensi rapat gabungan Dewan Komisaris dengan Direksi sebagai salah satu mekanisme pengawasan dan pemberian nasihat mencapai 25 kali. Realisasi tersebut jauh melampaui kewajiban, yaitu minimal hanya 3 (tiga) kali dalam satu tahun buku. Sebagai upaya meningkatkan peran pengawasan Dewan Komisaris terhadap Perusahaan secara keseluruhan, Dewan Komisaris juga memberikan penugasan kepada komite untuk aktif memantau dan meninjau kinerja Perusahaan setiap bulannya sesuai dengan ruang lingkup tugas dan tanggung jawab masing-masing komite.

Bearing Debt to Invested Capital, Interest Bearing Debt to EBITDA, from operations, namely Overall Equipment Effectiveness (OEE), Capacity Utilization Rate, from Social, namely Thermal Substitution Rate.

2. Business Model Innovation: Digital Platform Transaction Revenue Growth and Downstream Business Contribution to Total Revenue.
3. Technology Leadership: Intelligence Process Control System (IPCS) and Artificial Intelligence-Based Predictive Maintenance (PMI).
4. Investment Energize: Investment Realization and Risk Maturity Index Score.
5. Talent Development: Ratio of Women in Nominated Talent and Ratio of Millennials ( $\leq 42$  years) in Nominated Talent and Implementation/composition of policies related to Talent Development & Career Path System within Holding/Cluster scope.

### Supervision on Implementation of Company Strategy

In accordance with regulatory mandates, one of the main duties of the Board of Commissioners is to supervise the Board of Directors in managing the Company. This supervision has been carried out since the formulation of the strategy in the preparation of Company's Work Plan and Budget (RKAP).

Furthermore, the Board of Commissioners carries out supervision during the strategy implementation process, which is done through regular joint meetings of the Board of Commissioners and Directors, or as required, outside of the meeting mechanism. Additionally, the organs of the Board of Commissioners, namely the Audit Committee, Nomination and Remuneration Committee, and Risk Management Committee, oversee the strategy implementation process.

In the observation of the Board of Commissioners, the Board of Directors has formulated a well-planned strategy which includes efforts to mitigate risks that may arise early on. The implementation of this strategy is also considered to be in line with what has been formulated, thus providing positive results for the Company's performance.

In 2022, the Board of Commissioners and the Board of Directors held joint meetings 25 times as a monitoring and advisory mechanism, which is well above the mandatory requirement of at least 3 times per financial year. Furthermore, to enhance the Board of Commissioners' supervisory role for the Company, committees have been assigned to actively review and monitor the Company's performance every month, in line with their respective scope of duties and responsibilities.





## Prospek Usaha dan Tantangan ke Depan

Dewan Komisaris telah mengevaluasi seluruh prospek usaha yang dituangkan Direksi dalam RKAP 2023. Direksi telah menyusun target utilisasi pabrik dan perolehan laba yang lebih tinggi di tahun 2023 dibandingkan dengan realisasi tahun 2022.

Dari hasil penelaahan, Dewan Komisaris berpandangan bahwa Direksi telah menyusun rencana strategi serta target usaha atau laba yang cukup optimistis. Penentuan prospek tersebut sejalan dengan proyeksi kondisi perekonomian nasional yang diperkirakan lebih baik dibandingkan tahun 2022. Asumsi lain yang digunakan oleh Direksi adalah potensi pertumbuhan permintaan semen seperti diproyeksikan oleh Asosiasi Semen Indonesia yang lebih tinggi 3% dari realisasi tahun 2022.

Selain kondisi ekonomi yang mulai pulih, target tersebut juga didukung oleh adanya program pemerintah untuk mempercepat penyelesaian pembangunan infrastruktur serta mempercepat pemulihan ekonomi pascapandemi COVID-19. Sehingga prioritas program kerja Pemerintah di tahun 2023 diutamakan pada 5 (lima) hal yaitu *multi years contracts*, pembayaran hutang pekerjaan, rehabilitasi dan rekonstruksi bencana alam, pembayaran eskalasi, serta tetap mempertahankan program pola padat karya.

Adapun alokasi anggaran jalan dan jembatan, pemukiman, serta perumahan untuk tahun 2023 sebesar Rp59,99 triliun. Peluang-peluang tersebut juga telah direspons oleh Direksi dengan menyusun strategi di antaranya penyesuaian rencana penjualan serta penyesuaian produksi untuk masing-masing produk Perusahaan.

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.

## Pengawasan atas Penerapan Tata Kelola Perusahaan

Tahun 2022 menjadi salah satu periode yang cukup membanggakan karena berdasarkan hasil evaluasi dan *monitoring* Dewan Komisaris, Perusahaan menunjukkan progres yang signifikan dalam aspek GCG. Salah satu indikatornya adalah hasil asesmen GCG Perusahaan pada tahun 2022 yaitu 94,902 dengan predikat sangat baik, meningkat 1,06 poin jika dibandingkan dengan skor asesmen pada tahun 2021 yaitu 93,846. Capaian ini membuktikan bahwa Perusahaan telah memiliki kecukupan ekosistem dan infrastruktur dalam implementasi prinsip-prinsip tata kelola perusahaan yang baik.

Dewan Komisaris menyampaikan apresiasi yang tinggi kepada seluruh Insan Perusahaan yang berkomitmen untuk selalu menjalankan serta menjiwai prinsip GCG dalam bekerja.

## Business Prospects and Challenges Ahead

Board of Commissioners has evaluated all business prospects as outlined by the Directors in the 2023 RKAP. The Directors have set targets for factory utilization and higher profit in 2023 compared to the realization in 2022.

Based on the review results, the Board of Commissioners acknowledges that the Board of Directors has prepared a strategic plan and profit targets that are optimistic but achievable. These projections align with the expected improvement in national economic conditions in 2022, and the projected 3% increase in demand for cement as reported by the Indonesian Cement Association.

In addition to restoring economic conditions, this target is supported by a government program aimed at expediting the completion of infrastructure development and promoting economic recovery after the COVID-19 pandemic. As a result, the Ministry's work program priorities for 2023 are focused on five key areas: multi-year contracts, debt repayment, rehabilitation and reconstruction in areas affected by natural disasters, cost escalation payments, and the continuation of labor-intensive programs.

The budget allocation for roads, bridges, settlements, and housing in 2023 is IDR 59.99 trillion. The Board of Directors has responded to these opportunities by formulating strategies such as adjusting sales plans and production for each of the Company's products.

The Board of Commissioners recognizes that the Board of Directors has taken comprehensive considerations into account in setting business targets. As a result, the Board of Commissioners will fully support the Board of Directors in achieving the targets and business prospects that have been prepared within the limits of authority, duties, and functions assigned to the Board of Commissioners.

## Supervision on the Implementation of Corporate Governance

2022 is a period that the Company can be proud of, as based on the evaluation and monitoring results by the Board of Commissioners, significant progress has been made in the aspect of good corporate governance (GCG). One of the indicators is the Company's GCG assessment score in 2022, which is 94,902 with an 'excellent' rating, an increase of 1.06 points from the 2021 assessment score of 93,846. This achievement demonstrates that the Company has established a suitable ecosystem and infrastructure to implement GCG principles effectively.

The Board of Commissioners deeply appreciates the Company personnel who consistently implement and embody GCG principles in their work.



Proses bisnis yang bergerak dinamis, memang memerlukan kesiapan terutama dalam membaca kondisi yang ada. Termasuk terkait dengan pengkinian *Standard Operational Procedure* (SOP) pada setiap proses bisnis dan peningkatan peran Internal Auditor dalam fungsi *monitoring* implementasi GCG, agar ekosistem tata kelola perusahaan yang baik dapat terjaga dengan kondusif.

### Capaian Kinerja Dewan Komisaris dalam Fungsi Pengawasan pada Penerapan GCG di Lingkup Perusahaan

Dewan Komisaris berkomitmen menjadikan GCG sebagai budaya korporasi yang selalu berprinsip pada transparansi, akuntabilitas, responsibilitas, independensi serta kewajaran. Capaian kinerja Dewan Komisaris dalam fungsi pengawasan & penerapan GCG tercermin pada:

1. Dewan Komisaris mengikuti program pengenalan dan melaksanakan program pelatihan/pengembangan secara berkelanjutan.
2. Dewan Komisaris melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugasnya.
3. Dewan Komisaris memberikan persetujuan atas rencana RJPP dan RKAP yang disampaikan oleh Direksi.
4. Dewan Komisaris memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.
5. Dewan Komisaris melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.
6. Dewan Komisaris melaksanakan pengawasan terhadap kebijakan pengelolaan anak perusahaan.
7. Dewan Komisaris berperan dalam pencalonan Anggota Direksi, menilai kinerja Direksi dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi.
8. Dewan Komisaris melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya.
9. Dewan Komisaris memantau dan memastikan bahwa praktik tata kelola perusahaan yang baik telah diterapkan secara efektif dan berkelanjutan.
10. Dewan Komisaris menyelenggarakan Rapat Dewan Komisaris yang efektif dan menghadiri Rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan.
11. Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas kesekretariatan Dewan Komisaris.
12. Dewan Komisaris memiliki Komite Dewan Komisaris yang efektif.

Didukung pula dengan perolehan berbagai apresiasi dan penghargaan oleh Perusahaan selama tahun 2022 seperti

Dynamic business processes require agility in adapting to changing conditions, which involves updating SOPs and enhancing the role of internal auditors in monitoring GCG implementation. This helps maintain a conducive ecosystem for good corporate governance.

### The Board of Commissioners' Performance Achievement in Overseeing the Implementation of Good Corporate Governance (GCG) within the Company's Scope.

The Board of Commissioners is committed to making GCG a part of the corporate culture that always adheres to the principles of transparency, accountability, responsibility, Independence, and fairness. The Board's oversight function and implementation of GCG have resulted in the following performance achievements:

1. The Board of Commissioners participates in an induction program and carries out training/development programs on an ongoing basis.
2. The Board of Commissioners carries out a clear division of tasks, authorities and responsibilities and determines the factors needed to support the implementation of their duties.
3. The Board of Commissioners gives approval for the RJPP and RKAP plans submitted by the Directors.
4. The Board of Commissioners provides direction to the Board of Directors regarding the implementation of company plans and policies.
5. The Board of Commissioners supervises the Board of Directors on the implementation of company plans and policies.
6. The Board of Commissioners carries out supervisory of the subsidiary management policies.
7. The Board of Commissioners plays a role in nominating members of the Board of Directors, assesses the performance of the Board of Directors and proposes performance bonuses/incentives in accordance with applicable regulations and takes into account the performance of the Board of Directors.
8. The Board of Commissioners takes action on potential conflicts of interest that concern them.
9. The Board of Commissioners monitors and ensures that good corporate governance practices have been implemented effectively and sustainably.
10. The Board of Commissioners holds effective Board of Commissioners Meetings and attends Board of Commissioners Meetings in accordance with statutory provisions.
11. The Board of Commissioners has a Secretary to the Board of Commissioners to support the secretarial duties of the Board of Commissioners.
12. The Board of Commissioners has an effective Board of Commissioners Committee.

In 2022, the Company also received various awards and appreciations, including the Award for Monitoring



Anugerah *Monitoring* dan Evaluasi Keterbukaan Informasi Publik Kategori BUMN sebagai Badan Publik Informatif dari Komisi Informasi Pusat, *SNI Award* dengan peringkat *Silver* dari Badan Standardisasi Nasional, *Industri Hijau Kinerja Terbaik* dari Kementerian Perindustrian Republik Indonesia, *Asia Sustainability Reporting Rating* dari NCCR serta beberapa penghargaan lainnya yang merupakan hasil kerja keras bersama seluruh Insan Perusahaan dalam mewujudkan implementasi GCG yang berkelanjutan.

### Pandangan Dewan Komisaris terhadap Efektivitas Sistem Pengendalian Internal

Direksi bertanggung jawab penuh dalam mendesain serta mengimplementasikan sistem pengendalian internal yang efektif. Sepanjang tahun 2022, Sistem Pengendalian Internal berjalan dengan baik, lancar dan sesuai dengan rencana serta ketentuan yang berlaku. Hal ini dibuktikan dengan evaluasi faktor-faktor pengendalian internal yang terdiri dari lingkungan pengendalian, penilaian risiko, pengendalian aktivitas perusahaan, informasi dan komunikasi serta fungsi pengawasan yang relatif baik. Pengendalian internal bertujuan untuk mencapai efektivitas, efisiensi, transparansi dan akuntabilitas pengelolaan keuangan perusahaan. Sinergi dan kolaborasi lintas divisi harus terus ditingkatkan agar terciptanya sistem pengendalian internal yang harmonis dan efektif.

### Pandangan Dewan Komisaris atas Penerapan Sistem Manajemen Risiko

Implementasi prinsip-prinsip Manajemen Risiko di Perusahaan berkembang pesat selama tahun 2022. Hal ini terbukti dengan peningkatan skor hasil asesmen *Risk Maturity Index* oleh *assessor* yang pada tahun 2022 ini Skor mencapai 4,22 dengan predikat *Transformed*, meningkat signifikan jika dibandingkan dengan hasil asesmen tahun 2021 yang mencapai skor 3,46 dengan predikat *Managed*. Perbaikan aspek tata kelola perusahaan menyumbangkan poin yang signifikan dalam asesmen ini. Hal ini mencerminkan budaya sadar risiko telah mulai terbangun dalam pelaksanaan setiap aktivitas di Perusahaan. Perusahaan juga telah melaksanakan langkah-langkah substansial mitigasi untuk risiko kinerja dan risiko tingkat kesehatan keuangan utamanya melalui langkah efisiensi, upaya perluasan pemasaran, penagihan piutang macet serta konsistensi dalam program keselamatan kerja. Implementasi mitigasi risiko yang tepat dapat mendukung pengelolaan risiko *inherent* perusahaan untuk mencapai risiko *residual* yang ditargetkan. Dewan Komisaris berkomitmen akan terus mendukung peningkatan dan penguatan budaya risiko di masa yang akan datang.

### Pandangan Dewan Komisaris atas Penerapan Whistleblowing System dan Peran Dewan Komisaris dalam WBS tersebut

Dewan Komisaris yang dibantu oleh Komite bertanggung jawab melakukan pengawasan atas kecukupan dan efektifitas pelaksanaan *Whistleblowing System* di Perusahaan.

and Evaluation of Public Information Disclosure for the SOE Category as an Informative Public Agency from the Central Information Commission, a Silver rating for the SNI Award from the National Standardization Agency, the Best Performance Green Industry award from the Ministry of Industry of the Republic Indonesia, and the Asia Sustainability Reporting Rating from NCCR. These awards are the result of the hard work of all the Company's employees in realizing the implementation of sustainable GCG.

### The Board of Commissioners' Perspective on the Effectiveness of Internal Control System

The Board of Directors bears full responsibility for designing and implementing an effective internal control system. Throughout 2022, everything ran smoothly and according to plan and regulations. This is evidenced by the relatively good evaluation of internal control factors, including the control environment, risk assessment, company activity control, information and communication, and oversight functions. Internal control aims to achieve effectiveness, efficiency, transparency, and accountability in the Company's financial management. Continuous improvement of synergy and collaboration across divisions is necessary to promote harmony in the workplace.

### The Board of Commissioners' Perspective on the Implementation of Risk Management System

The implementation of Risk Management principles in the company has made remarkable strides during the year 2022. This is evidenced by a substantial increase in the Risk Maturity Index assessment score, evaluated by the assessor, which reached a commendable score of 4.22 with the predicate *Transformed*, surpassing the previous year's assessment result of 3.46 with the predicate *Managed*. Improvements in corporate governance aspects have contributed significantly to this assessment score, reflecting a risk-aware culture that has been fostered in the implementation of activities at the Company. The Company has also implemented substantial mitigation measures for performance risk and financial soundness level risk, primarily through efficiency measures, marketing expansion efforts, debt collection, and consistent work safety programs. Proper risk mitigation implementation can support the management of the Company's inherent risk to achieve the targeted residual risk. The Board of Commissioners remains committed to supporting the improvement and strengthening of the risk culture in the future.

### The Board of Commissioners' Perspective on the Implementation of Whistleblowing System and the Role of the Board of Commissioners in the WBS

The Committee, in conjunction with the Board of Commissioners, is responsible for overseeing the adequacy and effectiveness of the Company's Whistleblowing System.



Berdasarkan hasil evaluasi kinerja GCG, Perusahaan telah membuka berbagai kanal pengaduan baik melalui email, e-form di *website*, media sosial maupun korespondensi konfidensial. Kanal WBS dapat digunakan untuk melaporkan indikasi pelanggaran seperti korupsi, kecurangan, ketidakjujuran, perbuatan melanggar hukum, pelanggaran ketentuan perpajakan, perbuatan yang membahayakan dan berpotensi menimbulkan kerugian, serta pelanggaran Standar Operasional Prosedur (SOP). Perusahaan berkewajiban menjamin kerahasiaan identitas pelapor dan memberikan perlindungan dari segala macam ancaman dan intimidasi. Meskipun sosialisasi rutin sudah dilaksanakan, namun pada awalnya Insan Perusahaan terkesan belum optimal memanfaatkan kanal pengaduan WBS karena sesuai dengan hasil *monitoring*, seringkali nihil, tanpa pengaduan, namun seiring berjalannya waktu, selama tahun 2022 terdapat beberapa laporan WBS yang kemudian langsung ditangani oleh Departemen terkait bersama *Internal Audit*. Hal ini menunjukkan adanya semangat perbaikan sistem, pengawasan bersama diantara Insan Perusahaan.

### Evaluasi Kinerja Komite di Bawah Dewan Komisaris

Dewan Komisaris mengapresiasi kinerja Komite-Komite di bawah Dewan Komisaris yang telah bekerja dengan sangat baik, efektif, efisien serta menunjukkan performa yang optimal. Sinergi dan kolaborasi terjalin dengan hangat, harmonis, baik diantara sesama Komite, dengan jajaran Dewan Komisaris, Direksi maupun segenap Insan Perusahaan. Komite selalu hadir dalam rapat-rapat gabungan yang digelar setiap bulan, serta aktif memberikan *reviu*, rekomendasi, kritik, saran dan masukan demi pengambilan keputusan yang tepat bagi Perusahaan. Selain itu, Komite juga secara rutin turun ke lapangan untuk melakukan kunjungan kerja & verifikasi data sehingga dihasilkan data rekomendasi yang *actual* dan valid. Pada tahun 2022 ini, Komite juga mencatatkan perkembangan yang positif dalam hal hasil asesmen *Good Corporate Governance* maupun *Risk Maturity Index* yang penilaiannya dilakukan oleh pihak ketiga yang independen dan *professional*. Ke depannya, Dewan Komisaris menaruh harapan besar kepada Komite Audit, Komite Manajemen Risiko dan Komite Nominasi & Remunerasi untuk terus memberikan dukungan penuh kepada Dewan Komisaris dalam menjalankan tugas dan fungsinya.

### Informasi Perubahan Komposisi Dewan Komisaris

Sepanjang tahun 2022, komposisi dan susunan Dewan Komisaris mengalami perubahan berdasarkan Keputusan RUPS Tahunan Tahun Buku 2021, tanggal 25 Maret 2022, yang telah dinyatakan dalam Akta Notaris Fathiah Helmi S.H., No. 21 tanggal 18 April 2022.

Based on the results of the GCG performance evaluation, the Company has established various complaint channels through email, e-forms on the website, social media, and confidential correspondence. The WBS channel can be used to report indications of violations such as corruption, fraud, dishonesty, illegal acts, violations of tax regulations, actions that are dangerous and have the potential to cause losses, as well as violations of standard operating procedures (SOP). The Company is committed to guaranteeing the confidentiality of the reporter's identity and providing protection from all kinds of threats and intimidation. Although routine socialization has been conducted, at first, it seemed that Company personnel did not optimally utilize the WBS complaint channel as no complaints were received, but over time, during 2022, several WBS reports were received and were then handled by the relevant Department together with Internal audits. This shows the spirit of system improvement and joint supervision among the Company personnel.

### Evaluation of Committee Performance under the Board of Commissioners

The Board of Commissioners expresses its appreciation for the excellent performance of the Committees, which have worked effectively and efficiently, demonstrating optimal performance. Synergy and collaboration have been established in a warm and harmonious manner, both among the Committees and with the Board of Commissioners, Board of Directors, and all Company personnel. The Committees are always present in joint meetings held every month and provide active reviews, recommendations, criticism, suggestions, and input for making the right decisions for the Company. Additionally, the Committees routinely conduct field visits and data verification to produce actual and valid recommendation data. In 2022, the Committees also recorded positive developments in the results of the *Good Corporate Governance* and *Risk Maturity Index* assessments, which were assessed by an independent and professional third party. Going forward, the Board of Commissioners has high expectations for the Audit Committee, Risk Management Committee, and Nomination & Remuneration Committee to continue providing full support to the Board of Commissioners in carrying out their duties and functions.

### Information on Changes in the Composition of Board of Commissioners

The composition and membership of the Board of Commissioners changed during 2022 as per the Resolution passed in the Annual General Meeting of Shareholders held on March 25, 2021. This change was recorded in the Deed of Notary Fathiah Helmi S.H., No. 21 dated April 18, 2022.





Adapun kronologis perubahan komposisi dan susunan Dewan Komisaris per 31 Desember 2022, adalah sebagai berikut:

The chronology of changes in the composition and composition of the Board of Commissioners as of December 31, 2022 is as follows:

**Kronologis Perubahan Komposisi Dewan Komisaris Sepanjang Tahun 2022**  
Chronology of Changes in the Composition of Board of Commissioners in 2022

| Periode 01 Januari – 25 Maret 2022<br>Period January 01 – March 25, 2022  | Periode 25 Maret – 31 Desember 2022<br>Period March 25 – December 31, 2022                                                                   | Keterangan<br>Information |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Franciscus M.A. Sibarani<br>(Komisaris Utama)<br>(President Commissioner) | Franciscus M.A. Sibarani<br>(Komisaris Utama)<br>(President Commissioner)                                                                    | -                         |
| Oke Nurwan<br>(Komisaris)<br>(Commissioner)                               | Oke Nurwan<br>(Komisaris)<br>(Commissioner)                                                                                                  | -                         |
| Darusman Mawardi<br>(Komisaris Independen)<br>(Independent Commissioner)  | Darusman Mawardi<br>(Komisaris Independen)<br>(Independent Commissioner)                                                                     | -                         |
| Chowadja Sanova<br>(Komisaris Independen)<br>(Independent Commissioner)   | Chowadja Sanova<br>(Komisaris Independen)<br>(Independent Commissioner)                                                                      | -                         |
| Endang Tirtana<br>(Komisaris Independen)<br>(Independent Commissioner)    | Tidak lagi menjabat dalam jajaran Dewan Komisaris sejak 25 Maret 2022<br>No longer serves on the Board of Commissioners since March 25, 2022 |                           |

**Komposisi serta Susunan Dewan Komisaris per 31 Desember 2022**  
Composition and Structure of the Board of Commissioners as of December 31, 2022

| Nama<br>Name             | Jabatan<br>Position                              | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Franciscus M.A. Sibarani | Komisaris Utama<br>President Commissioner        | Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020.<br>The resolution of Annual General Meeting of Shareholders on August 05, 2020 2020 as stated in the Deed of Notary Fathiah Helmi, S.H., No. 29 dated August 13, 2020.                                                                                                                                                                                                                                                                                                                                                                       |
| Oke Nurwan               | Komisaris<br>Commissioner                        | <ul style="list-style-type: none"> <li>Keputusan RUPS Tahunan tanggal 27 April 2017, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 8 tanggal 05 Juni 2017.</li> <li>Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.</li> <li>Resolutions of Annual General Meeting of Shareholders dated on April 27, 2017, as stated in the Deed of Notary Fathiah Helmi, S.H., No. 8 dated June 05, 2017.</li> <li>Resolutions of Annual General Meeting of Shareholders dated on March 25, 2022, as stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022.</li> </ul> |
| Darusman Mawardi         | Komisaris Independen<br>Independent Commissioner | Keputusan RUPS Tahunan tanggal 28 Februari 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 53 tanggal 28 Februari 2018.<br>The Resolution of the Annual GMS on February 28, 2018 as stated in Deed of Notary Fathiah Helmi, S.H., No. 53 dated February 28, 2018.                                                                                                                                                                                                                                                                                                                                                                                                 |
| Chowadja Sanova          | Komisaris Independen<br>Independent Commissioner | Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 27 tanggal 27 Mei 2021.<br>The Resolution of Annual General Meeting of Shareholders on May 27, 2021, as stated in Deed of Notary Fathiah Helmi, S.H., No. 27 dated May 27, 2021.                                                                                                                                                                                                                                                                                                                                                                                           |

Sementara itu, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan susunan dan komposisi Dewan Komisaris berdasarkan Keputusan RUPS Luar Biasa yang diselenggarakan pada 24 Januari 2023, dengan mengangkat Hadi Daryanto sebagai Komisaris Perusahaan, menggantikan Oke Nurwan dan Darusman Mawardi. Dengan demikian, Dewan Komisaris Perusahaan terdiri dari 3 (tiga) anggota, di mana 1 (satu) di antaranya adalah Komisaris Independen dan telah sesuai dengan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

As of the signing of this Annual Report, there have been changes in the composition and membership of the Board of Commissioners. These changes were made based on the Extraordinary GMS Resolutions held on January 24, 2023, where Hadi Daryanto was appointed as the Company's Commissioner, replacing Oke Nurwan and Darusman Mawardi. As a result, the Company's Board of Commissioners now consists of three members, one of whom is an Independent Commissioner, in accordance with POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.







Komposisi dan susunan Dewan Komisaris sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagai berikut:

The composition and structure of the Board of Commissioners up to the signing of this Annual Report are as follows:

**Komposisi serta Susunan Dewan Komisaris Sampai dengan Laporan Tahunan ini Ditandatangani**  
Composition and Structure of Board of Commissioners Up to the Signing of this Annual Report

| Nama<br>Name             | Jabatan<br>Position                                 | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                              | Periode Jabatan<br>Term of Office                          |
|--------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Franciscus M.A. Sibarani | Komisaris Utama<br>President<br>Commissioner        | Keputusan RUPS Tahunan tanggal 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020.<br>The Annual GMS Resolution on August 05, 2020 which was stated in the Deed of Notary Fathiah Helmi, S.H., No. 29 dated August 13, 2020.                        | 05 Agustus 2020 - RUPS 2025<br>August 05, 2020 - 2025 GMS  |
| Chowadja Sanova          | Komisaris Independen<br>Independent<br>Commissioner | Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 27 tanggal 27 Mei 2021.<br>The Resolution of the Annual General Meeting of Shareholders on May 27, 2021, which was stated in the Deed of Notary Fathiah Helmi, S.H., No. 27 dated May 27, 2021. | 27 Mei 2021 - RUPS 2026<br>May 27, 2021 - 2026 GMS         |
| Hadi Daryanto            | Komisaris<br>Commissioner                           | Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 45 tanggal 01 Februari 2023.<br>The Extraordinary GMS Resolution on January 24, 2023, which is stated in the Deed of Notary Fathiah Helmi, S.H., No. 45 dated February 01, 2023.         | 24 Januari 2023 - RUPS 2028<br>January 24, 2023 - 2028 GMS |

### Penutup

Mengakhiri laporan Dewan Komisaris tahun 2022 ini, kami menyampaikan penghargaan setinggi-tingginya atas kerja sama seluruh pemangku kepentingan, yang memungkinkan PT Semen Baturaja Tbk terus tumbuh dan berkembang menjadi Perusahaan yang besar, tangguh dan berdaya saing tinggi dalam industri semen. Dewan Komisaris juga mengucapkan terima kasih dan selamat atas pencapaian Direksi dan seluruh jajaran pejabat dan karyawan atas keberhasilan dalam mencapai target-target yang telah ditetapkan. Kami dengan penuh semangat akan terus meningkatkan komitmen agar Perusahaan dikelola secara lebih baik, efisien, efektif, dan modern dengan senantiasa mengedepankan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik.

### Closing

In conclusion, the Board of Commissioners expresses its utmost gratitude for the cooperation of all stakeholders that has enabled PT Semen Baturaja Tbk to grow and develop into a large, resilient, and highly competitive company in the cement industry. The Board of Commissioners also extends its thanks and congratulations to the Board of Directors, officials, and employees for their success in achieving the set targets. We remain passionately committed to improving our management of the Company in a better, efficient, effective, and modern manner, always prioritizing the application of the principles of Good Corporate Governance.

Jakarta, 14 April 2023  
Jakarta, April 14, 2023  
PT Semen Baturaja Tbk

**Franciscus M.A. Sibarani**  
Komisaris Utama  
President Commissioner

# DEWAN KOMISARIS

## BOARD OF COMMISSIONERS

**Chowadja Sanova**  
Komisaris Independen  
Independent Commissioner

**Franciscus M.A. Sibarani**  
Komisaris Utama  
President Commissioner

**Hadi Daryanto**  
Komisaris  
Commissioner

Komposisi Dewan Komisaris pada saat  
Laporan Tahunan ini ditandatangani.  
Composition of the Board of Commissioners  
at the signing of this Annual Report.





PT SEMEN BATURAJA Tbk

# LAPORAN DIREKSI

## REPORT FROM BOARD OF DIRECTORS



**Daconi Khotob**  
Direktur Utama  
President Director



**"Di tengah berbagai tantangan dan belum pulihnya kondisi industri semen nasional di tahun 2022, Perusahaan tercatat mampu membukukan capaian positif, bahkan mencatatkan peningkatan laba bersih sebesar 103,03% dibandingkan tahun sebelumnya. Perusahaan pun berhasil menyelesaikan berbagai *milestone* penting di tahun 2022, salah satunya adalah integrasi BUMN sub klaster semen, dengan bergabungnya Perusahaan menjadi bagian dari SIG, dalam rangka bersama memajukan Indonesia"**

Despite various challenges and the slow recovery of the national cement industry in 2022, the Company managed to record a positive performance, increasing its net profit by 103.03% compared to the previous year. Additionally, the Company achieved several significant milestones in 2022, including integration into the State-Owned Enterprise (SOE) cement sub-cluster and becoming a part of the Semen Indonesia (SIG) to collaboratively advance Indonesia.

#### **Pemegang Saham dan Pemangku Kepentingan yang Terhormat,**

Puji dan syukur Kami panjatkan ke hadirat Tuhan yang Maha Esa, karena atas rahmat-Nya, PT Semen Baturaja Tbk dapat menyambut era baru dengan potensi besar dan tetap menjaga keberlangsungan usahanya di tahun 2022 di tengah tantangan yang mempengaruhi seluruh sektor industri, tak terkecuali industri semen. Dalam melakukan pengelolaan Perusahaan, Kami, segenap jajaran Manajemen Perusahaan, berkomitmen untuk senantiasa menjunjung tinggi amanat Pemegang Saham dengan berpegang teguh pada etika bisnis dan nilai-nilai Perusahaan, serta standar terbaik tata kelola perusahaan dan mematuhi setiap peraturan perundang-undangan yang berlaku.

Dalam menghadapi persaingan industri semen nasional yang semakin kompetitif dan upaya untuk menciptakan pertumbuhan kinerja yang berkelanjutan, Perusahaan telah merumuskan berbagai kebijakan dan inisiatif strategis yang tengah dijalankan tentunya dengan tetap mematuhi regulasi yang berlaku serta memperhatikan aspek risiko yang mungkin akan timbul. Pokok penting kebijakan dan inisiatif strategis PT Semen Baturaja Tbk pada tahun 2022 berfokus pada *Strengthen Market Position, Cost Leadership through SMBRGO45 Program dan Competency Improvement of Employee*.

#### **Tinjauan Ekonomi dan Industri serta Posisi Perusahaan dalam Industri**

Perekonomian global mengalami sejumlah guncangan sepanjang tahun 2022, di mana berdasarkan data IMF dalam World Economic Outlook terbitan Januari 2023, pertumbuhan ekonomi global tahun 2022 adalah sebesar 3,4% menurun dari tahun 2021 yang sebesar 5,7%. Hal ini berakibat pada tertahannya pertumbuhan ekonomi dan tekanan inflasi yang lebih tinggi dari tahun-tahun sebelumnya. Di sisi lain, stabilitas

#### **Dear Shareholders and Stakeholders,**

With gratitude and praise, we offer our prayers to the presence of God Almighty. Through His grace, PT Semen Baturaja Tbk has embarked upon a new era with great potential and has successfully continued its business operations in 2022 amidst the challenges that have impacted all industrial sectors, including the cement industry. As the management of the Company, we remain committed to upholding the mandate of our shareholders by adhering to the Company's business ethics and values, as well as the highest standards of corporate governance, while complying with all applicable laws and regulations.

To remain competitive in the national cement industry and ensure sustainable performance growth, the Company has implemented various policies and strategic initiatives while adhering to regulations and mitigating any potential risks. The key strategic policies and initiatives of PT Semen Baturaja Tbk in 2022 include expanding Strengthen Market Position, achieving cost leadership through the SMBRGO45 Program, and improving employee competencies.

#### **Economic and Industry Review and the Company's Position in the Industry**

Throughout 2022, the global economy faced several shocks, resulting in a lower growth rate of 3.4% as per the IMF data in the January 2023 issue of the World Economic Outlook. This is lower than the growth rate of 5.7% recorded in 2021, leading to stagnant economic growth and higher inflationary pressures. Additionally, the stability of the national economy is also under pressure, despite several government initiatives



ekonomi nasional pun turut tertekan meskipun masih dapat dikendalikan dengan sejumlah inisiatif pemerintah untuk mendorong peningkatan konsumsi domestik.

Inflasi pada tahun 2022 berkisar di 5,51% year on year (yoy), meningkat dibandingkan dengan inflasi di tahun 2021 sebesar 1,87% (yoy). Kinerja positif tercermin melalui *Purchasing Manager's Index* (PMI) Manufaktur atau indeks manufaktur nasional pada Desember 2022 yang ditutup pada tingkat 50,9 dengan Indeks Harga Konsumen (IHK) sebesar 113,59 atau naik 0,6 poin dibandingkan bulan November yang menyentuh di angka 50,3. Produksi manufaktur Indonesia mengalami ekspansi pada kisaran lebih cepat pada bulan Desember 2022, didorong oleh kenaikan permintaan atas barang-barang produksi Indonesia.

Di tengah perlambatan ekonomi global tersebut, ekonomi Indonesia justru menguat dan tumbuh positif. Badan Pusat Statistik (BPS) mencatatkan pertumbuhan ekonomi Indonesia yang cukup mengesankan di tahun 2022, yakni mencapai 5,31% (yoy) dan tumbuh dibanding tahun sebelumnya. Kinerja pertumbuhan ekonomi dipengaruhi oleh faktor global dan domestik. Secara global, Indonesia diuntungkan dengan relatif tingginya harga komoditas ekspor unggulan di pasar global yang memberikan *windfall* dan mendorong kinerja ekspor serta surplus neraca perdagangan. Secara domestik, kombinasi aktivitas masyarakat yang semakin menggeliat dan bauran kebijakan fiskal dan moneter untuk menjaga daya beli mampu mendorong aktivitas ekonomi, baik dari sisi produksi maupun konsumsi.

Industri semen nasional di tahun 2022 masih belum menunjukkan perbaikan. Terlihat dari *demand* semen nasional di tahun 2022 yang justru mengalami penurunan sebesar 3,3% dari periode yang sama tahun sebelumnya. Penurunan *demand* juga terjadi di wilayah Sumbagsel sebesar 6,8% terhadap tahun lalu. Ditambah dengan kondisi *oversupply* yang masih berlangsung hingga saat ini serta ketatnya persaingan di industri semen nasional, khususnya wilayah Sumatra bagian Selatan (Sumbagsel) masih menjadi tantangan utama Perusahaan, belum lagi faktor tingginya biaya energi khususnya batubara yang juga menjadi salah satu komponen utama dalam harga pokok penjualan semen.

Kinerja Perusahaan di tahun 2022 berhasil menunjukkan pertumbuhan positif, di mana penjualan semen mencapai angka 2 Juta ton atau tumbuh 4% terhadap periode yang sama tahun sebelumnya. Pencapaian tersebut berdampak terhadap meningkatnya pendapatan usaha yang mencapai 7% dari periode tahun lalu atau mencapai Rp1,88 triliun dan Perolehan laba bersih Perusahaan positif di angka Rp94,83 miliar. Perusahaan pun berhasil menyelesaikan berbagai *milestone* penting, salah satunya adalah dengan bergabungnya Perusahaan menjadi bagian dari PT Semen Indonesia (Persero) Tbk atau SIG yang menjadi penutup dari integrasi Badan Usaha Milik Negara (BUMN) *sub* kluster semen yang digagas oleh Kementerian BUMN.

to encourage increased domestic consumption to keep it under control.

The inflation rate in 2022 increased to 5.51% year on year (yoy) compared to 1.87% (yoy) in 2021. However, there was a positive performance reflected in the Manufacturing Purchasing Manager's Index (PMI) or the national manufacturing index, which reached 50.9% in December 2022, along with a Consumer Price Index (CPI) of 113.59, representing a 0.6 point increase compared to November's figure of 50.3.

Despite the global economic slowdown, the Indonesian economy showed signs of strength and positive growth. The Central Statistics Agency (BPS) reported an impressive economic growth rate of 5.31% (yoy) in 2022, which was an increase from the previous year. The growth performance was influenced by both global and domestic factors. Globally, Indonesia benefited from the relatively high prices of its leading export commodities in global markets, which resulted in windfalls and boosted its export performance, leading to a trade surplus. Domestically, a combination of increasingly vibrant public activities and a mix of fiscal and monetary policies to maintain purchasing power stimulated economic activity, both in terms of production and consumption.

The national cement industry did not show any improvement in 2022. This was evident from the decreased national cement demand of 3.3% (yoy) from the same period the previous year, with a further decrease of 6.8% in the South Sumatra region. The main challenges faced by the Company were the on-going oversupply and intense competition in the national cement industry, particularly in the southern part of Sumatra (Sumbagsel), along with the high cost of energy, particularly coal, which is one of the major components in the cost of cement sold.

Despite the challenges faced, the Company's performance in 2022 showed positive growth, with cement sales reaching 2 million tons or growing by 4% compared to the same period the previous year. This achievement resulted in an increase in operating revenues, which reached 7% from the same period last year or IDR1.88 trillion, and a positive net profit of IDR94.83 billion. Moreover, the Company successfully completed various important milestones, including joining PT Semen Indonesia (Persero) Tbk or SIG, which marked the integration of the State-Owned Enterprises (SOE) cement sub-cluster initiated by the Ministry of SOE.





## Inisiatif Strategis Perusahaan Tahun 2022

Di tengah pertumbuhan ekonomi nasional pada tahun 2022, permintaan semen nasional justru tercatat turun 3,3% (yoy). Penurunan permintaan tersebut juga terjadi di Pulau Sumatra sebesar 5,7%, khususnya wilayah Sumbagsel sebesar 6,8%, yang menjadi wilayah pasar utama Perusahaan, dalam menghadapi kondisi dan berbagai tantangan di tahun 2022, Perusahaan menerapkan berbagai kebijakan strategis dalam rangka mencapai pertumbuhan kinerja, khususnya dari sisi operasional dan keuangan.

Adapun langkah-langkah strategis untuk meningkatkan penjualan yakni melalui penjualan via *e-commerce* dan aktivitas pemeliharaan *brand* dengan kegiatan *above the line* dan *below the line promotion*. Untuk meningkatkan pendapatan lainnya, Perusahaan tetap terus mengoptimalkan penjualan *white clay*. Pengembangan transaksi penjualan secara digital juga terus dilakukan melalui kerja sama dengan *platform e-commerce* Tokopedia dan *marketplace* Build.Id. Perusahaan juga tetap melakukan efisiensi dengan menerapkan pola distribusi yang paling efisien berupa pemilihan moda, kapasitas angkut dan asal semen serta mengurangi *double handling* dari pengeluaran semen di pabrik hingga kepada pelanggan (*least cost to serve*).

Dari sisi produksi, Perusahaan juga terus melakukan Implementasi *Plant Automation* Proses Produksi berbasis Industri 4.0 dengan menerapkan *Intelligence Process Control System* untuk mendorong perbaikan di sisi operasi serta untuk mendukung pencapaian *roadmap* INDI 4.0. Perusahaan juga melakukan pemenuhan gap skor INDI untuk memperbaiki pencapaian skor di tahun 2021.

Program efisiensi SMBRGO45 yang telah dimulai sejak tahun 2020 tetap dilakukan. 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%. Hal yang dilakukan antara lain mengoptimalkan dan menyesuaikan stamformasi kereta api, pengoptimalan pemanfaatan *sludge oil*, *Spent Bleaching Earth* (SBE), kantong pecah, oli bekas, majun bekas dan *bad stock* dari industri lain sebagai bahan bakar alternatif, penurunan faktor terak, sentralisasi produksi semen di Pabrik Baturaja II, renegotiasi kontrak pengadaan barang, jasa, bahan baku, bahan bakar serta jasa angkutan dan jasa umum lainnya. Serta dilakukan pula pelaksanaan program SMBRGO3T dalam upaya efisiensi biaya tenaga kerja dan program peningkatan kompetensi karyawan menjadi bagian penting yang tetap dijalankan Perusahaan.

Dari sisi keuangan, sebagai upaya untuk meningkatkan pengelolaan kas dan modal kerja, Perusahaan juga telah melakukan percepatan pembayaran pokok Kredit Investasi (KI) sehingga mampu menurunkan beban bunga. Perusahaan juga meningkatkan kualitas piutang melalui penagihan intensif kepada piutang-piutang lama, *rescheduling* dan penambahan jaminan bagi distributor.

## Corporate Strategic Initiatives for 2022

Despite the national economic growth in 2022, the demand for national cement actually fell by 3.3% (yoy). The decrease in demand was also observed in Sumatra by 5.7%, particularly in the South Sumatra region, which is the Company's main market area, and experienced a decrease of 6.8%. To address these challenges, the company has implemented various strategic policies to achieve performance growth, especially in operations and finance.

The Company is taking a number of strategic steps to increase its sales and revenue, despite the challenging market conditions. One of the key initiatives is to focus on e-commerce sales and brand maintenance, through above the line and below the line promotion activities. The Company is also looking to optimize sales of white clay, which could provide an additional source of revenue. Additionally, the Company is working to develop digital sales transactions through partnerships with e-commerce platforms like Tokopedia and Build.Id. Finally, the Company is seeking to make its distribution operations more efficient by choosing the most efficient transport modes, reducing double handling, and optimizing the origin of cement. (Least cost to serve)

On the production side, the Company continues to implement Industry 4.0-based process automation at Plant 4.0 by deploying an intelligent process control system. This effort aims to drive operational improvements and support the Company's INDI 4.0 roadmap. Additionally, the Company is working to close the INDI score gap and improve its score achievement in 2021.

The SMBRGO45 efficiency program, which was initiated in 2020, is still being implemented. This strategy aims to increase revenue by achieving sales volume and adopting a pricing strategy while also reducing costs to achieve a break-even point at 45% utilization. To achieve this goal, several actions have been taken, such as optimizing and adjusting train formation, utilizing alternative fuels like sludge oil, Spent Bleaching Earth (SBE), broken bags, used oil, used rags, and bad stock from other industries, reducing the clinker factor, centralizing cement production at Baturaja II Plant, and renegotiating contracts for procurement of goods, services, raw materials, fuel, transportation services, and public services. The Company has also implemented the SMBRGO3T program to reduce labor costs and improve employee competency, which is a crucial part of its ongoing efforts.

From a financial standpoint, the Company has been striving to improve cash management and working capital. To reduce interest expenses, it has accelerated the payment of Investment Credit (IC) principal. In addition, the Company has focused on enhancing the quality of its receivables through intensive collection of old receivables, rescheduling payment plans, and adding collateral for distributors.



## Peranan Direksi dalam Perumusan Strategi serta Reviu yang Dilakukan Direksi atas Implementasi Kebijakan Strategis Perusahaan

### Peranan Direksi dalam Perumusan Strategi Perusahaan Tahun 2022

Jajaran Direksi telah menetapkan arah pengembangan bisnis Perusahaan untuk masa mendatang dalam rangka keberlangsungan usaha Perusahaan. Di mana dalam kaitannya untuk mencapai tujuan Perusahaan, 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.

Di samping itu, risiko-risiko yang mungkin timbul juga menjadi pertimbangan Direksi dalam merumuskan strategi dan kebijakan strategis. Begitupun dengan kondisi ekonomi dan industri semen, kinerja Perusahaan saat ini, isu terbaru yang dapat mempengaruhi keberlangsungan usaha Perusahaan, 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 yang Dilakukan Direksi untuk Memastikan Implementasi Strategi

Pada 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 Perusahaan 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 Perusahaan. Kegiatan yang dilaksanakan secara rutin tersebut bertujuan untuk menetapkan kebijakan yang tepat sesuai dengan kondisi aktual Perusahaan. Penilaian terhadap efektifitas penerapan strategi yang telah ditetapkan juga menjadi bagian dari evaluasi kinerja di Direktorat masing-masing.

## The Board of Directors' Role in Formulating Strategies and Conducting Reviews of the Company's Strategic Policy Implementation.

### Board of Directors Role in Formulating the Company's Strategy for 2022

The Board of Directors has established the future direction of the Company's business development in the context of its continuity. To achieve the Company's goals, the board formulates policies and decides on strategies to be implemented in the short and long term, while ensuring compliance with applicable laws, regulations, and internal corporate regulations.

In formulating strategies and policies, the Board of Directors considers potential risks, as well as economic conditions and trends in the cement industry. The board also takes into account the Company's current performance, emerging issues that could impact its business continuity, directives from shareholders, recommendations from the Board of Commissioners, and other relevant and significant matters.

Moreover, the Board of Directors, with their assigned roles and responsibilities, exercises their power in leading and overseeing the implementation of the Company's strategy to achieve its expected targets. The board is responsible for decision-making as a whole and follows the requirements set forth in the Company's Articles of Association. The decision-making process can involve deliberation to reach a consensus or voting based on a majority.

### Process Conducted by the Board of Directors to Ensure Strategy Implementation

The Board of Directors has approved the strategy to be implemented, which is then translated into a work program and budget in preparation for the Company's Work Plan and Budget (RKAP). Furthermore, the board must ensure that all employees understand the goals, strategies, and work programs set for the year through work meetings at the beginning of the year.

The Board of Directors also monitors the implementation of the strategy through monthly coordination meetings to discuss the Company's performance. These routine activities aim to establish appropriate policies that align with the Company's actual conditions. Additionally, the evaluation of the effectiveness of the implemented strategy is part of the performance assessment for each Directorate.



### Reviu yang Dilakukan Direksi terhadap Implementasi Strategi

Secara keseluruhan, kinerja Perusahaan tahun 2022 meningkat dibandingkan tahun 2021 sebagai hasil positif dari program peningkatan penjualan dan efisiensi di berbagai lini. Hal ini terlihat dari catatan realisasi volume penjualan tahun 2022 sebesar 2 juta ton, tumbuh 4% dibandingkan tahun 2021. Selain itu, Perusahaan mampu mempertahankan posisi sebagai *market leader* di wilayah Sumatra Selatan sehingga berdampak pada laba bersih Perusahaan yang meningkat 103% dibandingkan capaian tahun 2021 dan EBITDA yang naik 5% yaitu sebesar Rp437 miliar.

Sementara itu, jika membandingkan hasil yang dicapai pada kinerja tahun 2022 dibandingkan dengan target yang telah ditetapkan dalam *Key Performance Indicator* (KPI) dan RKAP tahun 2022, Perusahaan mampu mencapai skor 99,57% dari keseluruhan target yang telah dicanangkan. Rincian pencapaian setiap indikator dapat dilihat pada tabel di bawah ini.

### Review Conducted by the Board of Directors on Strategy Implementation

the Company's overall performance in 2022 has shown an improvement compared to 2021, thanks to the successful implementation of programs aimed at increasing sales and efficiency across various operations. This can be seen in the recorded sales volume of 2 million tons in 2022, representing a 4% increase from 2021. Additionally, the Company has maintained its position as the market leader in the South Sumatra region, resulting in a 103% increase in net profit compared to 2021, and an EBITDA increase of 5% to reach IDR437 billion.

Furthermore, in comparison to the targets set in the 2022 Key Performance Indicators (KPI) and Work Plan and Budget (RKAP), the Company achieved a score of 99.57% of the overall target in 2022. The details of each indicator's achievement can be seen in the table below.

| No.                               | Key Performance Indicator<br>Key Performance Indicator                                            | Satuan<br>Unit           | Target RKAP/<br>Kontrak<br>Manajemen<br>Target RKAP/<br>Management<br>Contract | Polaritas<br>Polarity | Bobot<br>Weight | Pencapaian 2022<br>Achievement 2022 |                 |
|-----------------------------------|---------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------------------------------------------------|-----------------------|-----------------|-------------------------------------|-----------------|
|                                   |                                                                                                   |                          |                                                                                |                       | Total<br>Total  | Nilai<br>Value                      | Bobot<br>Weight |
| A                                 | <b>Nilai Ekonomi dan Sosial<br/>untuk Indonesia</b><br>Economic and Social Value<br>for Indonesia |                          |                                                                                |                       | <b>33</b>       |                                     |                 |
|                                   | <b>Finansial</b><br>Financial                                                                     |                          |                                                                                |                       | <b>18</b>       |                                     |                 |
| 1                                 | EBITDA                                                                                            | Rp Miliar<br>IDR Billion | 470                                                                            | Maximize              | 5               | <b>437</b>                          | <b>4,65</b>     |
| 2                                 | Return on Investment Capital<br>(ROIC) ≥ WACC                                                     | %                        | (4,09)                                                                         | Maximize              | 4               | <b>(3,64)</b>                       | <b>4,40</b>     |
| 3                                 | Interest Bearing Debt to<br>Invested Capital                                                      | %                        | 30,77                                                                          | Minimize              | 5               | <b>31,80</b>                        | <b>4,83</b>     |
| 4                                 | Interest Bearing Debt to<br>EBITDA                                                                | Kali (x)<br>Times (x)    | 3,38                                                                           | Minimize              | 4               | <b>3,29</b>                         | <b>4,11</b>     |
| <b>Operasional</b><br>Operational |                                                                                                   |                          |                                                                                |                       | <b>10</b>       |                                     |                 |
| 5                                 | Overall Equipment<br>Effectiveness (OEE)                                                          | %                        | 85                                                                             | Maximize              | 5               | <b>84,60</b>                        | <b>4,98</b>     |
| 6                                 | Capacity Utilization Rate                                                                         | %                        | 54,13                                                                          | Maximize              | 5               | <b>51,83</b>                        | <b>4,79</b>     |
| <b>Sosial</b><br>Social           |                                                                                                   |                          |                                                                                |                       | <b>5</b>        |                                     |                 |
| 7                                 | Thermal Substitution Rate                                                                         | %                        | 1                                                                              | Maximize              | 5               | <b>2,62</b>                         | <b>5,50</b>     |





| No.          | Key Performance Indicator<br>Key Performance Indicator                                                                                                                                                                                           | Satuan<br>Unit | Target RKAP/<br>Kontrak<br>Manajemen<br>Target RKAP/<br>Management<br>Contract | Polaritas<br>Polarity | Bobot<br>Weight | Pencapaian 2022<br>Achievement 2022 |                |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------|-----------------------|-----------------|-------------------------------------|----------------|
|              |                                                                                                                                                                                                                                                  |                |                                                                                |                       |                 | Total<br>Total                      | Nilai<br>Value |
| B            | Inovasi Model Bisnis<br>Business Model Innovation                                                                                                                                                                                                |                |                                                                                |                       | 18              |                                     |                |
| 1            | Pertumbuhan Pendapatan Transaksi <i>Digital Platform</i><br>Revenue Growth of Digital Platform Transaction                                                                                                                                       | %              | 100                                                                            | Maximize              | 9               | 226                                 | 9,90           |
| 2            | <i>Downstream Business Contribution to Total Revenue</i>                                                                                                                                                                                         | %              | 1,76                                                                           | Maximize              | 9               | 1,69                                | 8,67           |
| C            | Kepemimpinan Teknologi<br>Technology Leadership                                                                                                                                                                                                  |                |                                                                                |                       | 18              |                                     |                |
| 1            | <i>Intelligence Process Control System (IPCS)</i>                                                                                                                                                                                                | Waktu<br>Time  | Des-2022<br>Dec-2022                                                           | Minimize              | 9               | Nov-2022                            | 9,90           |
| 2            | <i>Predictive Maintenance Berbasis Artificial Intelligence (PMAI)</i>                                                                                                                                                                            | Waktu<br>Time  | Des-2022<br>Dec-2022                                                           | Minimize              | 9               | Des-2022<br>Dec-2022                | 9,00           |
| D            | Peningkatan Investasi<br>Investment Energize                                                                                                                                                                                                     |                |                                                                                |                       | 15              |                                     |                |
| 1            | Realisasi Investasi<br>Investment Realization                                                                                                                                                                                                    | %              | 100                                                                            | Maximize              | 7               | 50,69                               | 3,55           |
| 2            | <i>Score Risk Maturity Index</i>                                                                                                                                                                                                                 | Nilai<br>Value | 3,96                                                                           | Maximize              | 8               | 4,22                                | 8,80           |
| E            | Pengembangan Talenta<br>Talent Development                                                                                                                                                                                                       |                |                                                                                |                       | 16              |                                     |                |
| 1            | Rasio Perempuan dalam <i>nominated talent</i> dan rasio milenial dalam <i>nominated talent</i><br>The ratio of women in nominated talent and the ratio of millennials in nominated talent                                                        |                |                                                                                |                       |                 |                                     |                |
|              | Milenial (≤ 42 tahun) dalam <i>nominated talent</i><br>Millennials (≤ 42 years) in nominated talent                                                                                                                                              | %              | 20                                                                             | Maximize              | 5               | 30                                  | 5,50           |
|              | Perempuan dalam <i>nominated talent</i><br>Women in nominated talent                                                                                                                                                                             | %              | 10                                                                             | Maximize              | 5               | 10                                  | 5,00           |
| 2            | Implementasi/penyusunan kebijakan terkait Talent Development & Career Path System di lingkup Holding/ Kluster<br>Implementation/composition of policies related to the Talent Development & Career Path System within the Holding/ Cluster scope | %              | Min. 50                                                                        | Maximize              | 6               | 50                                  | 6,00           |
| Jumlah Total |                                                                                                                                                                                                                                                  |                |                                                                                |                       |                 |                                     | 99,57          |





Tahun 2022, pencapaian KPI Korporat tahun 2022 sebesar 99,57% terhadap target hingga akhir tahun. Kinerja Perusahaan di bidang finansial masih belum mampu mencapai target yang telah ditetapkan sebagai dampak dari tidak tercapainya volume penjualan dan meningkatnya harga pokok penjualan. Namun, dengan konsistensi dalam implementasi program efisiensi SMBRGO45, di mana Perusahaan memberlakukan kebijakan efisiensi biaya produksi dan biaya usaha, mencakupi bahan baku, penunjang, logistik, pemasaran dan beban overhead maka pencapaian kinerja pada bidang finansial adalah sebagai berikut: *EBITDA* sebesar 93% dari RKAP 2022, *ROIC*  $\geq$  *WACC* masih negatif namun melebihi target dan mempunyai gap yang lebih kecil dibandingkan tahun sebelumnya sehingga mencapai persentase 110%, *Interest Bearing Debt to Invested Capital* mencapai 97% dari target, dan *Interest Bearing Debt to EBITDA* terealisasi 3,29 kali atau 103% dari target RKAP 2022.

Untuk kinerja operasional, indikator *Overall Equipment Effectiveness* (OEE) tercapai 100% dari target RKAP atau sebesar 84,60% mendekati angka *benchmark* untuk industri sejenis sebesar 85%. *Capacity utilization rate* sebesar 52% atau 96% dari target, belum mencapai target karena penyesuaian operasi pabrik terhadap permintaan semen yang dipengaruhi oleh dampak *oversupply* dan ketatnya persaingan. Walaupun demikian, pencapaian ini lebih baik dari tahun sebelumnya.

Untuk kinerja sosial, Perusahaan berkomitmen mewujudkan industri semen yang ramah lingkungan sesuai dengan visi Perusahaan, dengan berhasil menyerap bahan bakar alternatif (*Alternative Fuel & Raw Material*) untuk menggantikan kalori bahan bakar fosil (batubara) yang digunakan ditunjukkan dengan indikator *Thermal Substitution Rate* sebesar 2,62% atau melebihi target RKAP 2022 sebesar 1%.

Kinerja Perusahaan cukup baik pada kategori Inovasi Model Bisnis, di mana indikator Pertumbuhan Pendapatan Transaksi *Digital Platform* mencapai nilai maksimum 110% dari target RKAP. *Downstream business contribution to total revenue* mencapai 1,69% masih di bawah target RKAP 2022 sebesar 1,76%. Hal ini dikarenakan ketidaktercapaian target penjualan produk mortar pada tahun 2022.

Sedangkan untuk kategori Kepemimpinan Teknologi, proyek *Intelligence Process Control System* (IPCS) dan *Predictive Maintenance* Berbasis *Artificial Intelligence* (PMAI) berhasil diselesaikan sesuai dengan target waktu sehingga mampu mencapai nilai maksimum. Untuk kategori Peningkatan Investasi, realisasi investasi mencapai 51% di mana investasi difokuskan untuk pengembangan Perusahaan di masa mendatang serta menuju Industri 4.0 dan pembelian *spare part* untuk mendukung *keep operation* menyesuaikan dengan keperluan Perusahaan. Sementara skor *Risk Maturity Index* (RMI) sebesar 4,22 memenuhi predikat "*Transformed*" atau mampu melebihi target yang ditetapkan sebesar 3,96.

In 2022, the Corporate KPI achievement was 99.57% against the year-end target. However, the Company's financial performance failed to reach the set target due to lower sales volume and increased cost of goods sold. Nonetheless, the Company's consistency in implementing the SMBRGO45 efficiency program, which included cost-saving measures for production and operational expenses such as raw materials, support, logistics, marketing, and overhead costs, resulted in the following financial performance achievements: EBITDA was 93% of the 2022 RKAP target, although  $ROIC \geq WACC$  remained negative, it exceeded the target and had a smaller gap compared to the previous year, reaching 110%. Interest Bearing Debt to Invested Capital reached 97% of the target, and Interest Bearing Debt to EBITDA was realized at 3.29 times or 103% of the 2022 RKAP target.

The Overall Equipment Effectiveness (OEE) indicator achieved 100% of the RKAP target, equivalent to 84.60%, which is close to the benchmark figure for similar industries of 85%. However, the capacity utilization rate was only 52%, falling short of the target but reaching 96% of it. This was due to the adjustment of Plant operations to cement demand, which was impacted by oversupply and tight competition. Nonetheless, this achievement was better than the previous year.

As part of the Company's vision to realize an environmentally friendly cement industry, it has committed to successfully absorbing alternative fuels (Alternative Fuel & Raw Materials) to replace the calories of fossil fuels (coal). This is reflected in the achievement of the Thermal Substitution Rate indicator, which reached 2.62%, exceeding the 2022 RKAP target of 1%.

The Company's performance in the Business Model Innovation category was satisfactory, as demonstrated by the achievement of the Digital Platform Transaction Revenue Growth indicator, which reached a maximum of 110% of the RKAP target. However, the downstream business contribution to total revenue only reached 1.69%, still falling short of the 2022 RKAP target of 1.76%. This was due to the unachieved sales target for mortar products in 2022.

In the Technology Leadership category, the Company successfully completed the Intelligence Process Control System (IPCS) and Artificial Intelligence-Based Predictive Maintenance (PMAI) projects within the designated timeframe, achieving maximum scores. In the Investment Energize category, the Company was able to realize 51% of its investment plan, focusing on developing its future capabilities and transitioning towards Industry 4.0, as well as purchasing spare parts to support its operations according to its needs. Moreover, the Risk Maturity Index (RMI) score of 4.22 exceeded the target set at 3.96, earning the title of "*Transformed*" or indicating the Company's ability to effectively manage risks.





Untuk kategori Pengembangan Talenta, milenial dalam *nominated talent* terealisasi 3 orang dari *nominated talent* 10 orang dan perempuan *nominated talent* 1 orang sesuai target. Terakhir, indikator implementasi/penyusunan kebijakan terkait *Talent Development & Career Path System* di lingkup *holding* atau klaster mencapai target 50% atau 100% dari rencana.

### Analisis Pencapaian Kinerja Perusahaan Tahun 2022

Kami atas nama jajaran Direksi, patut berbangga atas kerja keras segenap Insan Perusahaan di sepanjang tahun 2022 di mana di tengah berbagai tantangan dan belum pulihnya kondisi industri semen nasional di tahun 2022, Perusahaan mampu membukukan capaian positif, bahkan mencatatkan peningkatan laba bersih sebesar 103,03% dibandingkan tahun sebelumnya.

Di tahun 2022, Perusahaan berhasil membukukan laba tahun berjalan sebesar Rp94,83 miliar, mengalami peningkatan Rp48,12 miliar atau 103,03%, dibandingkan tahun sebelumnya yang sebesar Rp46,71 miliar. Peningkatan ini disebabkan oleh kenaikan pendapatan dan penurunan beban keuangan. Perusahaan berhasil membukukan total pendapatan sebesar Rp1.881,77 miliar di tahun 2022, mengalami peningkatan Rp130,18 miliar atau 7,43%, dibandingkan tahun sebelumnya yang sebesar Rp1.751,59 miliar. Sementara beban keuangan di tahun 2022, tercatat sebesar Rp146,46 miliar, mengalami penurunan Rp19,78 miliar atau 11,90%, dibandingkan dengan beban keuangan tahun sebelumnya yang tercatat sebesar Rp166,24 miliar.

Sementara jika dibandingkan terhadap target, secara umum kinerja keuangan Perusahaan di tahun 2022, tercatat cukup positif. Total pendapatan yang terealisasi sebesar Rp1.881,77 miliar di tahun 2022, tercatat mencapai 94,95% terhadap target sebesar Rp1.981,89 miliar. Realisasi pendapatan yang lebih rendah terhadap target tersebut, terutama disebabkan oleh tidak tercapainya *volume* penjualan. Sementara, laba bersih tahun berjalan yang sebesar Rp94,83 miliar, tercatat mencapai 94,63% terhadap target sebesar Rp100,21 miliar. Hal tersebut terutama disebabkan oleh adanya efisiensi biaya produksi dan biaya operasional Perusahaan serta penurunan bunga Kredit Investasi dikarenakan Perusahaan melakukan pelunasan dipercepat sebesar Rp238 miliar.

Adapun dari sisi struktur modal, jumlah aset Perusahaan di tahun 2022, yang sebesar Rp5.211,25 miliar, tercatat mencapai 88,16% terhadap target sebesar Rp5.911,11 miliar. Hal ini disebabkan peningkatan cadangan kerugian penurunan nilai. Sementara jumlah liabilitas Perusahaan, yang sebesar Rp2.124,33 miliar di tahun 2022, tercatat mencapai 90,70% terhadap target sebesar Rp2.342,14 miliar. Hal tersebut dikarenakan Perusahaan melakukan pelunasan dipercepat sebesar Rp238 miliar. Adapun jumlah ekuitas di tahun 2022, yang sebesar Rp3.086,92 miliar, tercatat mencapai 86,49% terhadap target sebesar Rp3.568,97 miliar. Hal tersebut terutama disebabkan oleh peningkatan cadangan kerugian penurunan nilai.

In the Talent Development category, the Company achieved its target for millennials in nominated talent, with three out of the 10 nominated talents being millennials and one being a female. Moreover, the Company was able to achieve its target for implementing indicators and policies related to the Talent Development & Career Path System within the holding or cluster, with a completion rate of 50% or 100% of the plan.

### Analysis of Company Performance Achievement in 2022

On behalf of the Board of Directors, we take pride in the hard work of all Company personnel in 2022. Despite the challenges faced and the slow recovery of the national cement industry, the Company achieved positive results and even recorded a 103.03% increase in net profit compared to the previous year.

In 2022, the Company's profit for the year was IDR94.83 billion, an increase of IDR48.12 billion or 103.03%, compared to the previous year's IDR46.71 billion. This increase was due to an increase in revenue and a decrease in financial expenses. The Company's total revenue was IDR1,881.77 billion in 2022, an increase of IDR130.18 billion or 7.43%, compared to the previous year's IDR1,751.59 billion. Meanwhile, financial expenses in 2022 were IDR146.46 billion, a decrease of IDR19.78 billion or 11.90%, compared to the previous year's IDR166.24 billion.

When compared to the target, the Company's financial performance in 2022 was quite positive overall. The total revenue reached IDR1,881.77 billion, which is equivalent to 94.95% of the target of IDR1,981.89 billion. However, revenue realization was lower than the target, mainly due to the Company's failure to achieve the targeted sales volume. The net profit for the year amounted to IDR94.83 billion, which is 94.63% of the target of IDR100.21 billion. This was primarily due to the efficiencies achieved in the Company's production and operational costs, as well as the decrease in Investment Loan interest resulting from the Company making an early Repayment of IDR238 billion.

The Company's capital structure in 2022 showed that its total assets amounted to IDR5,211.25 billion, which is 88.16% of the target of IDR5,911.11 billion. This increase was due to an increase in the allowance for impairment losses. On the other hand, the total liabilities of the Company, which amounted to IDR2,124.33 billion in 2022, were recorded at 90.70% of the target of IDR2,342.14 billion. This decrease was due to the early repayment of IDR238 billion. The Company's total equity in 2022 amounted to IDR3,086.92 billion, which is 86.49% of the target of IDR3,568.97 billion. The decrease in total equity was mainly due to an increase in the allowance for impairment losses.



Sementara dari sisi *supply chain*, Perusahaan sukses meraih capaian skor tertinggi sebesar 99,87% untuk produk *white clay* dalam pemenuhan Tingkat Kandungan Dalam Negeri (TKDN) dari delapan produk yang didaftarkan melalui Program Peningkatan Penggunaan Produk Dalam Negeri (P3DN) Kementerian Perindustrian yang telah didaftarkan mulai tahun 2020. Produk Perusahaan yang telah tersertifikat TKDN diantaranya yaitu, *White Clay* (skor 99,87%), *Klinker* (skor 97,62%), OPC Tipe V Curah (skor 92,78%), OPC Tipe I Curah (skor 92,59%), Semen PCC Curah (skor 92,06%), OPC Tipe II Curah (skor 91,08%), OPC Tipe I Zak 50 Kg (skor 83,91%), dan Semen PCC Zak 50 Kg (skor 81,01%).

Capaian Perusahaan di tahun 2022 tidak terbatas pada aspek bisnis saja, namun juga dari sisi K3 dan Pengelolaan Lingkungan di mana Perusahaan berhasil mempertahankan penghargaan *Zero Accident* untuk 3 (tiga) pabriknya dari Kementerian Ketenagakerjaan RI atas komitmen Perusahaan dalam menciptakan operasional yang aman untuk bekerja, baik bagi karyawan maupun kontraktor. Perusahaan pun memperoleh penghargaan *PROPER* peringkat biru untuk ketiga Pabriknya meliputi Unit Pengantongan Kertapati, Unit Pabrik Panjang, dan Unit Pabrik Baturaja dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK) dan meraih Penghargaan Industri Hijau kategori Kinerja Terbaik diberikan oleh Kementerian Perindustrian RI kepada perusahaan industri yang telah berhasil mendapatkan Sertifikat Industri Hijau sesuai Standar Industri Hijau (SIH) dan mempertahankan konsistensi penerapan Standar Industri Hijau melalui pelaksanaan surveilan.

Perusahaan pun meraih Sertifikat Indonesia *Industry 4.0* (INDI) dari Kementerian Perindustrian RI atas upaya inovasi dan digitalisasi yang sejalan dengan perkembangan Teknologi Industri 4.0 yang telah dilakukan Perusahaan dan mendukung Program *Making BUMN 4.0* sebagai bagian dari Program *Making Indonesia 4.0*.

Perusahaan juga mengikutsertakan ide-ide/proyek inovasi karyawan dalam peningkatan produktivitas dan kinerja Perusahaan untuk berkompetisi pada event *Temu Karya Mutu dan Produktivitas Nasional* (TKMPN) tahun 2022 yang diselenggarakan oleh Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) dan memperoleh 7 (tujuh) penghargaan kategori *Gold* serta pada event *International Quality & Productivity Convention* (IQPC) 2022 dimana Perusahaan memperoleh 1 (satu) penghargaan Peringkat *Excellent* dan 1 (satu) penghargaan Peringkat *Outstanding*.

Sementara itu, pencapaian lain yang berhasil diraih Perusahaan bisa dilihat dari tingkat kesehatan Perusahaan, dimana Tingkat Kesehatan Perusahaan untuk tahun 2022 berjumlah "73,50" yang berarti tingkat kesehatannya dikategorikan "SEHAT", hasil ini meningkat jika dibandingkan tahun sebelumnya yang berjumlah "70,50". Sebagai bagian dari Badan Usaha Milik Negara, Perusahaan senantiasa melakukan pengukuran Tingkat Kesehatan Perusahaan.

On the supply chain side, the Company achieved an impressive score of 99.87% for white clay products, indicating a high level of compliance with the Domestic Content Level (TKDN) of the eight products registered through the Ministry of Industry's Domestic Product Use Improvement Program (P3DN) starting in 2020. The Company's white clay products received the highest score among the TKDN certified products, followed by Clinker with a score of 97.62%, OPC Type V Bulk with a score of 92.78%, OPC Type I Bulk with a score of 92.59%, Bulk PCC Cement with a score of 92.06%, OPC Type II Bulk with a score of 91.08%, OPC Type I Zak 50 Kg with a score of 83.91%, and PCC Cement Zak 50 Kg with a score of 81.01%.

The Company's achievements in 2022 extended beyond the business aspects to include OHS and Environmental Management. The Company successfully defended the *Zero Accident* award for three plants from the Indonesian Ministry of Manpower, indicating the Company's commitment to creating a safe working environment for both employees and contractors. Additionally, the Company received a *Proper Award Blue Level* from the Ministry of Environment and Forestry (KLHK) for its Kertapati Packing Unit, Panjang Plant Unit, and Baturaja Plant Unit, indicating its compliance with environmental regulations. The Company also won the *Green Industry Award* in the *Best Performance* category from the Indonesian Ministry of Industry. This award recognizes industrial companies that have obtained a *Green Industry Certificate* according to *Green Industry Standards* (SIH) and maintained consistency in the application of *Green Industry Standards* through conducting surveillance.

Furthermore, the Company received the *Indonesia Industry 4.0 Certificate* (INDI) from the Ministry of Industry of the Republic of Indonesia. This certificate recognizes the Company's innovation and digitalization efforts that align with the development of *Industrial Technology 4.0*. The Company's efforts also support the *Making BUMN 4.0* Program, which is part of the broader *Making Indonesia 4.0* Program.

In addition, the Company submitted its employees' innovation ideas and projects to increase productivity and performance to compete in the 2022 *National Quality and Productivity Work Meeting* (TKMPN) event, which was organized by the Indonesian Quality & Productivity Management Association (AMMPI). As a result of these efforts, the Company was awarded 7 (seven) awards in the *Gold* category. The Company also participated in the 2022 *International Quality & Productivity Convention* (IQPC) event and received 1 (one) *Excellent Rating* award and 1 (one) *Outstanding Rating* award.

The Company's other achievements can be seen through its health level, which was rated "HEALTHY" with a score of "73.50" for 2022, an improvement from the previous year's score of "70.50". As a state-owned enterprise, the Company regularly assesses its health level.



## Kendala dan Tantangan, serta Solusi yang Diterapkan Perusahaan

Secara umum Perusahaan menghadapi berbagai kendala dan tantangan dalam menjalankan operasionalnya selama tahun 2022, terutama dipengaruhi oleh faktor eksternal yang berdampak pada industri semen secara keseluruhan seperti yang telah diuraikan pada bagian kondisi makroekonomi dan *demand* semen sebelumnya.

### 1. Oversupply Berkelanjutan

Dengan estimasi utilisasi semen Nasional tahun 2022 berkisar 53% terhadap konsumsi semen dan semakin ketatnya persaingan, Perusahaan berupaya meningkatkan penjualan produk turunan, penjualan via *platform digital* dan efisiensi di seluruh lini.

### 2. Kenaikan Biaya Logistik

Kenaikan harga BBM Industri dan rencana penerapan kebijakan Zero ODOL pada awal tahun 2023 merupakan tantangan bagi Perusahaan. Perusahaan tetap mematuhi semua regulasi dan optimalisasi pola distribusi melalui pemilihan moda, kapasitas angkut dan sumber produk serta mengurangi *double handling* dalam menjaga biaya operasional perusahaan tetap baik.

### 3. Tren Kenaikan Harga Bahan Bakar (Batubara & BBM)

Tren harga batubara dan minyak dunia masih menunjukkan kenaikan kemudian diikuti keterbatasan stok batubara serta kebijakan pengurangan subsidi BBM dari Pemerintah. Pemberlakuan aturan *Domestic Market Obligation* (DMO), geografis Perusahaan yang berada dekat dengan sumber tambang dan formulasi kontrak yang telah mengikat dengan PTBA menyebabkan harga perolehan batubara Perusahaan lebih baik dibandingkan pabrik semen pesaing lainnya. Namun, Perusahaan tetap melakukan efisiensi untuk menekan biaya produksi.

### 4. Pajak Karbon

Sebagai langkah antisipasi rencana Pemerintah menerapkan pajak karbon di tahun 2025, Perusahaan menggunakan bahan bakar alternatif dan material substitusi (AFR) serta menurunkan faktor terak, selain itu Perusahaan juga dalam proses perencanaan pembangunan Pembangkit Listrik Tenaga Surya (PLTS) sebagai upaya efisiensi energi yang ramah lingkungan yang saat ini progresnya dalam tahapan perizinan dan engineering.

## Analisis Prospek Usaha Tahun 2023

Asosiasi Semen Indonesia memperkirakan tingkat permintaan semen pada tahun 2023 akan meningkat sekitar 4% dari tahun 2022. Proyeksi tersebut didukung oleh pertumbuhan ekonomi yang akan semakin menguat dan adanya alokasi anggaran infrastruktur di tahun 2023 dari Pemerintah sebesar Rp392 triliun atau meningkat 5% dari tahun 2022.

Pada akhir tahun 2022, Perusahaan juga telah resmi bergabung dengan Semen Indonesia (SIG) untuk mendukung penciptaan sinergi klaster semen BUMN. Dengan kondisi yang sangat strategis ini, pada tahun 2023, Perusahaan diharapkan akan mampu mencapai target kinerja yang jauh lebih baik dibandingkan tahun 2022.

## Obstacles and Challenges, as well as Solutions Implemented by the Company

In general, the Company faces various obstacles and challenges in carrying out its operations during 2022, mainly influenced by external factors that have an impact on the cement industry as a whole, as described in the previous section on macroeconomic conditions and cement demand.

### 1. Continuous Oversupply

As the national cement utilization rate is estimated to be around 53% for 2022 and competition grows increasingly intense, the Company aims to boost sales of derivative products and increase sales through digital platforms, while also striving to improve efficiency across all its operations.

### 2. Increase in Logistics Costs

The Company is facing a challenge with the rise in industrial fuel prices and the implementation of the Zero ODOL policy in early 2023. Nonetheless, the Company remains committed to complying with all regulations and optimizing distribution patterns by selecting appropriate modes of transport, managing transport capacities and sources of products, and reducing double handling to keep operational costs under control.

### 3. Trends in Increasing Fuel Prices (Coal & Fuel)

The global trend of increasing coal and oil prices, coupled with limited coal stocks and the Government's policy of reducing fuel subsidies, has resulted in challenges for the Company. Despite this, the Company benefits from the Domestic Market Obligation (DMO) regulations, its proximity to mining sources, and a binding contract with PTBA, resulting in a better acquisition price for coal compared to other competing cement plants. However, the Company remains committed to improving efficiencies and reducing production costs.

### 4. Carbon Tax

In preparation for the government's upcoming implementation of a carbon tax in 2025, our company is taking various steps to comply. These include utilizing alternative fuels and raw materials (AFR) and reducing the clinker factor. As part of our commitment to improving energy efficiency and reducing our environmental impact, we are also constructing a Solar Power Plant (PLTS).

## Analysis of Business Prospects for 2023

The Indonesian Cement Association has estimated that the demand for cement will increase by approximately 4% in 2023 compared to 2022. This projection is supported by anticipated stronger economic growth and an infrastructure budget allocation of IDR392 trillion by the Government in 2023, which is a 5% increase from the previous year.

At the end of 2022, the Company joined Semen Indonesia (SIG) to support the creation of a SOE cement cluster synergy. With these strategic conditions, the Company is expected to achieve much better performance targets in 2023 compared to 2022.





Mempertimbangkan proyeksi tersebut serta kondisi internal, Perusahaan menetapkan sasaran penjualan semen mencapai 2,4 juta ton di tahun 2023 dengan total pendapatan sebesar Rp2,37 triliun. Selain itu, Perusahaan juga telah menetapkan pangsa pasar di wilayah Sumbagsel sebesar 37%.

Untuk mendukung hal tersebut, Perusahaan telah memperbarui inisiatif strategi untuk tahun 2023, yaitu:

1. Menciptakan lingkungan berbudaya AKHLAK yang menjangkau hingga rantai bisnis utama perusahaan melalui pengembangan SDM unggul dan berdaya saing;
2. Menjadi pemain terbaik dalam industri semen Nasional dalam rangka meningkatkan nilai tambah dan keunggulan kompetitif;
3. Menjadi yang terdepan dalam mendukung terciptanya industri semen yang ramah lingkungan;
4. Menciptakan *digital mindset* dalam rangka mendukung lingkungan kerja yang inovatif dan adaptif;
5. Mengembangkan infrastruktur GCG yang terintegrasi dan mendukung pengembangan Perusahaan.

## Tata Kelola Sumber Daya Manusia dan Teknologi Informasi

### Pengelolaan dan Pengembangan Sumber Daya Manusia Dalam Rangka Meningkatkan Kinerja Perusahaan

Perusahaan menyadari, bahwa dalam rangka meningkatkan kinerja, memerlukan pengelolaan SDM yang dirancang untuk meningkatkan dan mengembangkan kapabilitas dan kompetensi karyawan sehingga dapat mendorong dan meningkatkan pertumbuhan kinerja Perusahaan, baik dalam jangka pendek, menengah, maupun jangka panjang. Perusahaan meyakini bahwa pengelolaan SDM yang dilakukan secara konsisten, dapat menciptakan SDM yang kompeten, andal, profesional, memiliki daya saing, tangguh, dan dapat beradaptasi terhadap setiap perkembangan yang terjadi pada lingkungan bisnis.

Pengelolaan SDM yang dilakukan Perusahaan, berpedoman pada regulasi dan *best practices* yang berlaku di lingkup Perusahaan, di mana fokus dalam pengelolaan SDM Perusahaan di tahun 2022 meliputi:

1. Program Pengembangan Talenta  
Program pengembangan talenta yang diinisiasi oleh Perusahaan yaitu tentang *Profiling Assessment*, *Management Development Program* (MDP), *Sertifikasi Profesi* dan *Making Digital Talent*. Adapun tujuan program tersebut adalah sebagai berikut:
  - a. Mendapatkan *Profiling Talent Pool* (Peta *Profiling Talent Pool*).
  - b. Pelaksanaan *Inhouse Training*, *External Training*, *Sertifikasi Profesi*, *Studi Banding* dan *Management Development Program* tahun 2022 (*Training Hours* 25 jam/karyawan per tahun).
  - c. Melaksanakan *Program Digital Talent* bersinergi dengan ITDRI Telkom (*Talent Digital SMBR* 5% dari tenaga kerja).

Based on these projections and internal conditions, the Company has set a sales target of 2.4 million tonnes of cement and a total revenue of IDR2.37 trillion for 2023. Furthermore, the Company aims to achieve a market share of 37% in the South Sumatra region.

To support this, the Company has updated its strategic initiatives for 2023, namely:

1. Creating an AKHLAK cultured environment that reaches up to the company's main business chain through the development of superior and competitive human resources;
2. Become the best player in the national cement industry in order to increase added value and competitive advantage;
3. To be at the forefront in supporting the creation of an environmentally friendly cement industry;
4. Creating a digital mindset in order to support an innovative and adaptive work environment;
5. Develop integrated GCG infrastructure and support Company development.

## Governance of Human Resources and Information Technology

### Management and Development of Human Resources in order to Improve Company Performance

The Company recognizes that in order to improve performance, it requires HR management that is designed to improve and develop employee capabilities and competencies, which can ultimately drive and enhance the Company's performance in the short, medium, and long term. The Company believes that consistent HR management can create competent, reliable, professional, competitive, and resilient HR that can adapt to any developments that occur in the business environment.

HR management carried out by the Company is guided by regulations and best practices that apply within the scope of the Company, the focus on managing the Company's HR in 2022 includes:

1. Talent Development Program  
The talent development program initiated by the Company includes *Profiling Assessment*, *Management Development Program* (MDP), *Professional Certification* and *Making Digital Talent*. The program objectives are as follows:
  - a. Get Talent Pool Profiling (Talent Pool Profiling Map);
  - b. Implementation of *Inhouse Training*, *External Training*, *Professional Certification*, *Comparative Studies* and *Management Development Program* in 2022 (*Training Hours* 25 hours/employee per year);
  - c. Implementing the *Digital Talent* Program in synergy with ITDRI Telkom (*Digital Talent SMBR* 5% of the workforce).



- d. Transformasi menuju budaya *Unified Performance Driven (Internalization Program)*  
Program ini dilakukan dengan tujuan untuk melaksanakan internalisasi dan sosialisasi AKHLAK di semua level jabatan (target 95% dari tenaga kerja).
- e. Pengembangan sistem *management* talenta  
Adapun sistem yang dikembangkan yaitu pengembangan sistem uji kompetensi, pengukuran kompetensi individu, dan pengaturan pola karir karyawan.
- f. Optimalisasi tenaga kerja dalam rangka menuju SMBR GO 3T  
Optimalisasi ini dilakukan untuk mendapatkan target produktivitas sebesar 2500 ton/karyawan per tahun.
- g. *Review* sistem dan regulasi kesejahteraan dan penanganan COVID-19  
*Review* ini dilakukan dengan tujuan mencapai indeks kepuasan dan keterikatan karyawan.
- h. Perekrutan karyawan disabilitas sesuai kualifikasi kebutuhan  
Perekrutan karyawan disabilitas ini merupakan program yang bekerjasama dengan Kementerian BUMN dan Forum *Human Capital* Indonesia dengan target penyandang disabilitas sebesar 2% dari karyawan administrasi.

Dalam rangka menciptakan keselarasan antara kapabilitas dan kompetensi SDM yang dimiliki Perusahaan, dengan rencana pengembangan usaha ke depan sesuai dengan visi dan misi Perusahaan, Semen Baturaja senantiasa melakukan pengkajian ulang terhadap setiap kebijakan pengelolaan SDM, di tengah perkembangan lingkungan bisnis.

### Pengelolaan dan Pengembangan Teknologi Informasi Dalam Rangka Meningkatkan Produktivitas Serta Layanan

Pengelolaan Teknologi Informasi (ICT) diharapkan dapat memberikan nilai tambah kepada pelanggannya, oleh karena itu proses bisnis ICT wajib dirancang sedemikian rupa agar sesuai dan responsif terhadap kebutuhan bisnis Perusahaan. ICT SMBR harus dapat memberikan *value* bagi Perusahaan yang meliputi: Layanan yang memberikan nilai bisnis; Keandalan Layanan; Dukungan Layanan selama 24/7; Layanan yang lebih efisien; Layanan yang responsif terhadap kebutuhan pengembangan layanan baru dan Keberlanjutan usaha.

Unit Pengelola ICT melakukan perencanaan dan pengembangan jangka panjang ICT yang tertuang dalam *Master Plan* IT yang disahkan oleh Direksi. Selanjutnya *Master Plan* IT dieksekusi setiap tahun sesuai dengan rencana kinerja dan jangka waktu yang telah ditetapkan dalam *master plan*. *Master Plan* IT juga menjadi dasar dalam penyusunan Rencana Kerja dan Anggaran Tahunan dan Penyusunan Manajemen Risiko yang tertuang di dalam *Risk Register* IT.

- d. Transformation towards a Unified Performance Driven culture (Internalization Program).  
This program is carried out with the aim of internalizing and socializing AKHLAK at all levels of positions (target 95% of the workforce).
- e. Development of a talent management system  
The system developed is the development of a competency test system, measurement of individual competence, and setting employee career patterns.
- f. Optimizing the workforce in order to achieve SMBR GO 3T  
This optimization is carried out to obtain a productivity target of 2500 tons/employee per year.
- g. Review of welfare systems and regulations and handling of COVID-19  
This review was conducted with the aim of achieving an index of employee satisfaction and engagement.
- h. Recruitment of employees with disabilities according to the required qualifications  
The recruitment of employees with disabilities is a program in collaboration with the Ministry of SOE and the Indonesian Human Capital Forum with a target of persons with disabilities of 2% of administrative employees.

Semen Baturaja constantly reviews every HR management policy in light of the evolving business environment, to ensure alignment between the capabilities and competencies of the Company's HR and its future development plans, in accordance with the Company's vision and mission.

### Management and Development of Information Technology in Order to Increase Productivity and Services

The Management of Information Technology (ICT) is expected to provide added value to customers. Therefore, SMBR's ICT business processes must be designed to suit and respond to the Company's needs. SMBR's ICT services should provide business value, be reliable, offer 24/7 support, and be more efficient. Additionally, the ICT services must be responsive to the need for new service development and ensure business continuity.

The ICT Management Unit is responsible for carrying out long-term planning and development of the Company's ICT, as stipulated in the IT Master Plan approved by the Board of Directors. The IT Master Plan is executed annually, in accordance with the performance plan and timeframe specified in the master plan. Additionally, the IT Master Plan serves as the basis for preparing the Annual Work Plan and Budget, as well as the IT Risk Register which includes risk management.



Di tahun 2022, Perusahaan berupaya untuk merealisasikan rencana strategis ICT yang tertuang dalam Arsitektur Sistem Informasi Perusahaan, yaitu:

1. Peningkatan/pemutakhiran rantai pasok (SCM) untuk meningkatkan efisiensi *inbound inventory*, *outbound inventory* dan distribusi dengan menjalankan infrastruktur serta membangun aturan;
2. Pengembangan *digital marketing* ke arah *omni channel* dengan membangun *marketplace* dengan meningkatkan *crowd traffic* dengan cara sinergi dan kerja sama antar sesama BUMN Industri Semen atau BUMN Perbankan, dan juga dengan memanfaatkan media *online* Perusahaan;
3. Penyelarasan sistem anak usaha dengan bisnis utama Induk Perusahaan.

Disamping itu di tahun 2022, fokus Perusahaan dalam bidang ICT antara lain mencakup pada pengembangan menuju ke arah Indonesia *Industry* (INDI) 4.0, melalui penerapan teknologi berbasis *Artificial Intelligence* (AI) untuk pemeliharaan pabrik dengan *predictive maintenance*, menerapkan *intelligence logistic management*, serta meningkatkan digitalisasi proses bisnis melalui integrasi sistem dengan *stakeholder*.

Berbeda dengan fokus pengelolaan ICT di tahun 2021 yaitu pada pengembangan digitalisasi di seluruh proses bisnis, integrasi sistem dengan *stakeholder* dan optimalisasi ERP. Pada tahun 2022, fokus Pengelolaan ICT adalah terkait dengan persiapan Integrasi dan penyelarasan sistem IT, Infrastruktur IT dan tata kelola IT dengan Semen Indonesia (SIG) dan penyusunan Value Creation di bidang IT.

Perusahaan telah menyelesaikan sejumlah pencapaian penting dalam pengelolaan ICT di tahun 2022, yaitu Penerapan integrasi sistem dengan *stakeholder* seperti perbankan dalam mendukung kelancaran transaksi Perusahaan dan peningkatan pelayanan kepada pelanggan; Peningkatan digitalisasi sistem di Perusahaan untuk mendukung kinerja Perusahaan; Sinergi dengan SIG dalam peningkatan Penerapan ICT; serta Pemindahan *Colocation Data Center* SAP Perusahaan ke *Colocation* SIG.

## Perkembangan Good Corporate Governance di Lingkup Perusahaan

### Perkembangan Penerapan Good Corporate Governance

Perusahaan secara konsisten berkomitmen untuk selalu menjalankan pengelolaan perusahaan secara sistematis dan berkelanjutan dengan menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di setiap proses bisnis dalam kegiatan usahanya. Untuk itu, Perusahaan senantiasa melakukan perbaikan dan peningkatan terhadap penerapan GCG yang dilakukan setiap tahun.

Di samping itu, Perusahaan juga senantiasa melaksanakan peninjauan secara berkala terhadap *Softstructure* GCG

In 2022, the Company aims to achieve the objectives of its ICT strategic plan, which are outlined in the Enterprise Information System Architecture namely:

1. We will improve/update our supply chain management (SCM) in order to enhance the efficiency of our inbound inventory, outbound inventory, and distribution. This will involve upgrading our infrastructure and establishing new rules;
2. We aim to develop our digital marketing strategy towards an omni-channel approach by building a marketplace and increasing traffic through synergies and cooperation among Cement Industry SOEs, Banking SOEs, and utilizing our company's online media;
3. We aim to align the systems of our subsidiaries with the main business of our Holding Company.

In addition, In 2022, the Company's ICT focus includes developing towards Indonesia *Industry* (INDI) 4.0 by adopting *Artificial Intelligence* (AI) technology for plant maintenance with predictive maintenance, implementing intelligent logistics management, and enhancing digitalization of business processes through system integration with stakeholders.

In contrast to the previous year's ICT management emphasis on the development of digitalization in every aspect of the business process, system integration with stakeholders, and optimization of ERP, the focus of ICT management in 2022 has shifted towards preparing for IT system integration and alignment, IT infrastructure, and IT governance with Semen Indonesia (SIG), alongside the formulation of value creation within the IT field.

In 2022, the Company accomplished several significant achievements in managing ICT, including implementing system integration with stakeholders such as banks to support smooth transactions and improve customer service, increasing digitization of systems to enhance overall company performance, synergizing with SIG to increase ICT application, and transferring the Company *Colocation Data Center* SAP to *Colocation* SIG.

## Development of Good Corporate Governance within the Company

### Development of the Implementation of Good Corporate Governance

The Company is dedicated to conducting its management in a systematic and sustainable manner, consistently applying the principles of *Good Corporate Governance* (GCG) to every business process and activity. Consequently, the Company continuously strives to enhance and improve its GCG implementation every year.

Moreover, the Company conducts periodic reviews of the GCG *Softstructure* to ensure that the applicable guidelines





untuk memastikan bahwa pedoman-pedoman yang berlaku di lingkungan Perusahaan telah menyesuaikan dengan perkembangan Perusahaan dan perubahan yang ada dengan mengacu pada peraturan perundang-undangan dan ketentuan yang berlaku. Hal ini dilakukan mengingat pedoman tersebut merupakan *living document* serta acuan dalam pelaksanaan GCG di Perusahaan. Pada tahun 2022, Perusahaan memperbaharui Pedoman Benturan Kepentingan yang ditetapkan melalui Surat Keputusan Direksi No. PH.01.04/0058/2022 tanggal 01 Juli 2022.

Upaya lain yang Perusahaan lakukan antara lain pelaksanaan sosialisasi *Softstructure* GCG; penandatanganan surat pernyataan kepatuhan terhadap pedoman perilaku baik oleh pengurus, karyawan serta rekan bisnis; pelaksanaan uji kelayakan bagi karyawan dan rekan bisnis; sosialisasi terkait penyusunan dan gratifikasi melalui media dan aplikasi yang berlaku di Perusahaan serta pelaksanaan *benchmark* terkait *Respectful Workplace Policy* ke PT Pertamina (Persero) sebagai bentuk tindak lanjut atas Surat Edaran Menteri BUMN No. SE-3/MBU/04/2022 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*) di Lingkungan Badan Usaha Milik Negara.

Selain itu, Perusahaan melaksanakan *surveillance* audit Sistem Manajemen Anti Penyusapan (SMAP); pelaksanaan program pengendalian gratifikasi yang disampaikan ke Komisi Pemberantasan Korupsi (KPK); serta pelaksanaan Bimbingan Teknis Peningkatan Pemahaman Gratifikasi dan Pelatihan SNI ISO 37001: 2016 terhadap Karyawan.

Perusahaan meyakini bahwa tata kelola perusahaan yang baik tidak hanya berasal dari dukungan pihak internal namun juga dukungan pihak eksternal. Perusahaan menyediakan media pelaporan pelanggaran/*whistleblowing system* yang dapat digunakan oleh *stakeholder* sebagai sarana penyampaian informasi apabila terjadi dugaan pelanggaran yang dilakukan oleh pengurus, karyawan termasuk karyawan anak usaha. Laporan tersebut dikelola dan ditindaklanjuti sesuai dengan SOP Pelaporan Pelanggaran/*Whistleblowing System* No. A SOP 113000-04 tanggal 01 Desember 2021.

Setiap pelapor berhak mendapatkan perlindungan, baik dalam hal kerahasiaan identitas maupun dari kemungkinan tindakan balasan oleh terlapor. Guna mendorong kesadaran mengenai kebijakan dan penerapan WBS di lingkungan Perusahaan pada setiap tingkatan, Perusahaan terus berupaya untuk meningkatkan pemahaman dan kepedulian pihak internal dan eksternal, untuk melaporkan tindak pelanggaran melalui media WBS yang disediakan. Penyampaian laporan dapat melalui surat, email dan *website* demi terwujudnya pengelolaan perusahaan yang bebas dari segala bentuk pelanggaran.

Untuk mewujudkan hal tersebut, Perusahaan secara konsisten mengadakan sosialisasi terkait WBS melalui berbagai cara, baik dalam pertemuan berupa *Town Hall Meeting*, *email blasting*, *domain wallpaper* dan media lainnya. Selama tahun 2022, Tim Pengelola WBS menerima 3 (tiga) laporan dugaan pelanggaran yang telah ditindaklanjuti sesuai SOP yang berlaku.

are in line with the Company's developments and changes, while adhering to relevant laws and regulations. These guidelines serve as living documents and references for the implementation of GCG within the Company. In 2022, the Company updated the Guidelines for Conflicts of Interest as per Directors Decree No. PH.01.04/0058/2022, which was issued on July 01, 2022.

The Company has undertaken several other efforts towards GCG implementation, including conducting GCG *Softstructure* socialization, signing a statement of compliance with the code of good conduct by management, employees, and business partners, implementing due diligence for employees and business partners, socializing the Company's policy on bribery and gratuities through media and applications, and benchmarking the *Respectful Workplace Policy* with PT Pertamina (Persero) as a follow-up to the SOE Minister Circular Letter No. SE-3/MBU/04/2022 on the *Respectful Workplace Policy* within State-Owned Enterprises.

Furthermore, the Company conducted *surveillance* audits of the Anti-Bribery Management System (SMAP), implemented the gratuity control program which was submitted to the Corruption Eradication Commission (KPK), and provided Technical Guidance for Increasing Understanding of Gratification and SNI ISO 37001: 2016 training for employees.

The Company believes that good corporate governance requires both internal and external support. To this end, the Company has established a media reporting violation/*whistleblowing system* that stakeholders can use to report alleged violations committed by management, employees, and subsidiary employees. Reports are managed and followed up in accordance with *Whistleblowing System* SOP No. A SOP 113000-04, which was issued on December 01, 2021.

Every reporter has the right to protection, including identity confidentiality and protection against possible retaliation from the reported party. To promote awareness of The Company's *Whistleblowing System* (WBS) policies and implementation at all levels of the corporate environment, The Company strives to increase understanding and awareness among internal and external parties. They can report any violations through the WBS media provided, including letter, email, and website submissions.

To raise awareness of the WBS, the Company conducts outreach through various means such as *Town Hall Meetings*, email blasts, domain wallpapers, and other media. In 2022, the WBS Management Team received three reports of alleged violations, which were promptly followed up according to the applicable standard operating procedures (SOPs).





Untuk menilai sejauh mana perkembangan tata kelola perusahaan di SMBR, maka evaluasi atas kinerja penerapan GCG konsisten dilakukan setiap tahunnya. Perusahaan 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.

Perusahaan terus berupaya meningkatkan praktik tata kelola dengan menindaklanjuti rekomendasi-rekomendasi hasil *Assessment* GCG. Berdasarkan evaluasi yang dilakukan terhadap 6 (enam) aspek pengujian, Perusahaan berhasil mempertahankan kualitas penerapan GCG dengan predikat "Sangat Baik" dan berhasil meningkatkan perolehan skor GCG pada tahun 2022 menjadi 94,902 meningkat sebesar 1,06 poin dibandingkan tahun 2021 sebesar 93,846.

Peningkatan skor tersebut tidak terlepas dari komitmen Perusahaan, mulai dari pengurus hingga karyawan, yang senantiasa berusaha menerapkan GCG di lingkungan perusahaan secara konsisten dan berkelanjutan. Faktor penting dalam penerapan GCG 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 Perusahaan.

Perusahaan meyakini implementasi tata kelola perusahaan yang baik merupakan dasar bagi terciptanya budaya tata kelola serta dapat meningkatkan reputasi dan kepercayaan serta nilai tambah dari para pemangku kepentingan terhadap perusahaan. Kepercayaan tersebut dapat menjadi kekuatan dan jembatan bagi Perusahaan dalam menjalankan bisnis untuk mencapai pertumbuhan yang berkelanjutan (*sustainable*).

### Perkembangan Penerapan Sistem Pengendalian Internal dan Manajemen Risiko

Risiko menjadi hal penting yang perlu dikelola sehingga tidak menimbulkan dampak berkelanjutan yang dapat berpengaruh pada stabilitas dan kelancaran kinerja Perusahaan.

Untuk itu, Perusahaan telah mengembangkan Sistem Manajemen Risiko yang terintegrasi di tingkat korporasi dengan melibatkan masing-masing satuan kerja sejak dini. Terkait dengan hal tersebut, pengembangan Sistem Manajemen Risiko menjadi bagian yang tidak boleh luput

To evaluate the development of corporate governance at SMBR, the Company consistently assesses the performance of GCG implementation every year. The assessment is carried out through a process that follows the Decree of the Secretary to the Minister of SOE No. SK-16/S.MBU/2012. This decree outlines the indicators and parameters for assessing and evaluating the implementation of good corporate governance in state-owned enterprises, consisting of 43 indicators and 153 assessment parameters.

The Company is committed to improving its governance practices by addressing recommendations from the GCG Assessment results. In 2022, the Company received a "Very Good" rating for its GCG implementation, based on evaluations of six testing aspects. The Company also increased its GCG score to 94,902, which is 1.06 points higher than the 2021 score of 93,846, demonstrating its dedication to enhancing its governance practices.

The Company's commitment to GCG implementation is reflected in the increase in its GCG score. This success is due to the consistent and sustainable efforts of the Company's management and employees. The implementation of GCG is closely linked to the application of ethical standards and work culture in accordance with the provisions of applicable laws and regulations. These principles are essential for all elements within the Company environment to adhere to, ensuring a culture of integrity and accountability.

Good corporate governance is the foundation of our culture and enhances our reputation, trust, and stakeholder value. It strengthens our business and supports sustainable growth by building bridges of trust with our stakeholders.

### Development of Implementation of Internal Control Systems and Risk Management

Managing risks is crucial to prevent their sustained impact on the Company's stability and performance. It is important to identify, assess, and mitigate risks to ensure the smooth functioning of the organization and to safeguard its long-term success.

For this reason, the Company has developed an integrated risk management system at the corporate level, involving each work unit from an early stage. The development of the risk management system is an essential part of the Company's long-term strategy, in line with the Minister of SOE



dari strategi jangka panjang Perusahaan sejalan dengan Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Penerapan manajemen risiko di Perusahaan mengacu pada Pedoman dan SOP Manajemen Risiko yang telah diterbitkan untuk menjadi pedoman dalam mengelola risiko yang dihadapi.

Di tahun 2022, Perusahaan telah melakukan pengukuran tingkat kematangan penerapan Manajemen Risiko yang mencakup 5 (lima) komponen pengukuran, yaitu Tata Kelola, Perencanaan, Pelaksanaan Tahapan, Pemantauan dan Evaluasi serta Budaya Risiko. Dari hasil asesmen capaian maturitas Manajemen Risiko tersebut, Perusahaan memenuhi predikat *Transformed* dengan capaian skor 4,22 dari nilai maksimal 5.

Berdasarkan hasil pengukuran tersebut dapat disimpulkan bahwa mencerminkan budaya sadar risiko telah mulai. Faktor positif utama yang meningkatkan tingkat kematangan penerapan Manajemen Risiko Perusahaan yaitu telah dilaksanakannya langkah-langkah substansial mitigasi untuk risiko kinerja dan risiko tingkat kesehatan keuangan utamanya melalui langkah efisiensi, upaya perluasan pemasaran, penagihan piutang macet serta konsistensi dalam program keselamatan kerja, dan untuk terus meningkatkan budaya risiko di masa yang akan datang, perlu dukungan yang konsisten dari Direksi serta peran konsultasi dari unit kerja Manajemen Risiko kepada para *risk owner*.

Perusahaan juga senantiasa melakukan evaluasi penerapan Sistem Manajemen Risiko yang diterapkan. Hal ini dilakukan dengan tujuan untuk menilai tingkat kematangan penerapan Manajemen Risiko. Hingga 31 Desember 2022, penerapan Manajemen Risiko di lingkup Perusahaan telah berjalan semestinya. Namun, Perusahaan tetap perlu menyusun rencana sosialisasi secara konsisten penerapan manajemen risiko, membangun sistem manajemen risiko secara menyeluruh untuk penerapan manajemen Risiko, Implementasi tindak lanjut hasil rekomendasi *Risk Maturity Level* dan *Draft Pedoman Business Continuity Management* (BCM). Upaya-upaya ini diharapkan dapat meningkatkan efektivitas sistem Manajemen Risiko.

Terkait dengan *monitoring* Profil Risiko di tahun 2022, telah dilakukan penyusunan secara komprehensif pada proses bisnis di setiap unit kerja, dengan melalui tahapan proses pemantauan risiko yang diikuti dengan proses komunikasi dan koordinasi secara berkesinambungan untuk memastikan efektivitas pelaksanaan atas mitigasi risiko (tindak lanjut) yang telah dilakukan dengan baik dan sesuai dengan rencana yang telah ditetapkan serta diharapkan dapat meminimalisir dan mengendalikan potensi risiko Perusahaan.

Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance. The implementation of risk management in the Company's refers to the risk management guidelines and SOPs that have been published to serve as guidelines for managing the risks faced.

In 2022, the Company assessed the maturity level of its risk management implementation, which consists of five measurement components: governance, planning, implementation stages, monitoring and evaluation, and risk culture. Based on the assessment results, the company achieved a score of 4.22 out of a maximum of 5, earning the title of *Transformed*.

The results of these measurements suggest that the Company is beginning to reflect a risk-aware culture. One of the main positive factors that has increased the maturity level of the Company's risk management implementation is the substantial mitigation measures taken for performance risk and financial soundness level risks, primarily through efficiency measures, expansion of marketing efforts, bad debt collection, and consistent work safety programs. However, to continue improving the risk culture, consistent support from the Board of Directors and consultation from the Risk Management work unit are necessary to guide risk owners.

The Company conducts constant evaluations of its implemented Risk Management System to assess its maturity level. As of December 31, 2022, the implementation of Risk Management within the company has been running properly. However, the company still needs to develop a consistent dissemination plan for risk management implementation, build a comprehensive risk management system, implement follow-up on the recommendations based on the Risk Maturity Level assessment, and finalize the Draft Business Continuity Management (BCM) Guidelines. These efforts are expected to enhance the effectiveness of the Risk Management system.

In 2022, the Company conducted a comprehensive preparation of business processes in each work unit related to monitoring the Risk Profile. This involved going through the stages of the risk monitoring process, followed by continuous communication and coordination to ensure the effectiveness of the implementation of risk mitigation (follow-up) according to the established plan. These efforts are aimed at minimizing and controlling the potential risks of the Company.



## Tata Kelola Tanggung Jawab Sosial dan Lingkungan

### Perkembangan Penerapan Tanggung Jawab Sosial dan Lingkungan

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

Perusahaan melakukan kegiatan TJSL yang mendukung ISO 26000 dan berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan. Pelaksanaan program TJSL di Perusahaan mengacu pada Peraturan Menteri Negara BUMN No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara yang terakhir kali diubah pada tanggal 15 September 2022, menjadi Peraturan Menteri Negara BUMN No. PER-6/MBU/09/2022 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara untuk mengoptimalkan peran Badan Usaha Milik Negara dalam memberikan bimbingan dan bantuan kepada usaha mikro dan usaha kecil, perlu dilakukan penyesuaian terhadap besaran jasa administrasi modal kerja yang diberikan dalam bentuk pinjaman.

Program TJSL unggulan Perusahaan yang dilaksanakan pada tahun 2022 antara lain berupa bantuan fasilitas sarana dan prasarana yang bermanfaat bagi warga ring 1 (satu). Bukan hanya sarana dan prasarana umum namun juga fasilitas ibadah untuk warga sekitar. Bantuan-bantuan untuk icon daerah seperti revitalisasi Jembatan Ogan 1 Kabupaten OKU yang merupakan fasilitas pelintasan sehari-hari bagi warga OKU. Bantuan ini tentunya memberikan dampak positif bagi masyarakat.

Program unggulan selanjutnya adalah SMBR tanggap bencana di mana Perusahaan dengan sigap membantu penanggulangan, pencegahan bencana alam dan non alam. Bantuan biasanya berupa sembako ataupun dana. Terkait hal tersebut Perusahaan juga memberikan bantuan untuk pembuatan gorong-gorong agar drainase lancar sehingga berdampak pada pelestarian lingkungan dan mencegah banjir.

Program SMBR hijau juga digalakkan untuk menjaga lingkungan dengan menanam pohon dan mengelola sampah. Bahkan Perusahaan turut memberikan fasilitas motor sampah untuk Dinas lingkungan hidup agar dapat menjangkau daerah yang sulit untuk dijangkau mobil sampah. Hal ini demi menjaga kebersihan lingkungan dan kesehatan warga. Sehubungan dengan kesehatan, Perusahaan juga turut membantu penanganan anak kurang gizi (*stunting*) yang bekerja sama dengan puskesmas. Kegiatan ini rutin dilakukan setiap bulannya dengan posyandu oleh puskesmas setempat.

## Governance of Social and Environmental Responsibility

### Development of the Implementation of Social and Environmental Responsibility

The Company upholds its commitment to Social and Environmental Responsibility (TJSL) by fulfilling the mandates of applicable laws and regulations. Since the Company's business activities involve natural resources, it is obligated to carry out social and community responsibilities as stipulated in various regulations.

The Company engages in TJSL activities that support ISO 26000 and aim to achieve the Sustainable Development Goals. The implementation of the TJSL program in the company is guided by the Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021, which outlines the Social and Environmental Responsibility Program of State-Owned Enterprises. The regulation was last amended on September 15, 2022, through the Regulation of the Minister of State-Owned Enterprises No. PER-6/MBU/09/2022 to optimize the role of State-Owned Enterprises in providing guidance and assistance to micro and small businesses. To this end, an adjustment to the amount of working capital administration fees, given in the form of loans, is necessary.

The Company's flagship TJSL program, which will be implemented in 2022, includes assistance with facilities and infrastructure that will benefit residents in ring 1. The program will provide not only public facilities and infrastructure but also worship facilities for local residents. The program will also provide assistance for regional icons, such as the revitalization of the Ogan 1 Bridge in OKU Regency, which serves as a daily crossing facility for OKU residents. This assistance will certainly have a positive impact on society.

The upcoming flagship program is the disaster response by SMBR, where the Company provides swift assistance in managing and preventing natural and non-natural disasters. This assistance usually comes in the form of groceries or funds. Additionally, the Company has provided assistance for constructing culverts to ensure smooth drainage, which has an impact on preserving the environment and preventing flooding.

The SMBR Green Program also promotes environmental protection through tree planting and waste management. The Company has provided garbage motorbike facilities for the Environmental Service, enabling them to reach areas that are difficult for garbage trucks to access. This initiative aims to maintain environmental cleanliness and promote the health of residents. The Company has also collaborated with the local Puskesmas to address malnourished children (*stunting*), with regular monthly activities conducted at Posyandu.



Dunia pendidikan juga menjadi perhatian Perusahaan demi mencerdaskan kehidupan bangsa. Dalam hal ini Perusahaan menjalankan Program Pendidikan berupa dukungan pada acara seminar, pelatihan, perlombaan, dan *workshop* yang berkaitan dengan dunia pendidikan mulai dari tingkat dasar hingga universitas yang merupakan pendidikan tingkat tinggi. Melalui program ini diharapkan dapat meningkatkan kemampuan dan wawasan peserta didik terutama bagi warga ring 1 (satu) Perusahaan.

Program unggulan lainnya yang dilaksanakan di tahun 2022 adalah bantuan pembinaan UMKM. Kegiatan ini dilaksanakan dengan bekerja sama dengan Rumah BUMN Baturaja di mana setiap bulannya dilaksanakan pelatihan untuk mitra binaan ataupun UMKM yang belum menjadi mitra binaan Perusahaan. Pelatihan yang diberikan sangat beragam antara lain bimbingan *packaging* produk, *branding* produk, cara pemasaran, hingga mengenai sertifikasi halal bagi produk mitra. Perusahaan juga memberikan kesempatan untuk mitra binaan ikut dalam beragam event baik event lokal maupun event nasional di mana mitra difasilitasi untuk ikut ambil bagian dalam bazar-bazar yang diikuti oleh Perusahaan. Kegiatan ini bertujuan agar mitra binaan Perusahaan bisa menjadi mitra naik kelas.

#### Dampak Positif atas Kegiatan Program TJSL Perusahaan

Program TJSL BUMN bertujuan untuk memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan, serta pembangunan hukum dan tata kelola bagi perusahaan. Selain itu juga berkontribusi pada penciptaan nilai tambah bagi Perusahaan dengan prinsip yang terintegrasi, terarah, dan terukur dampaknya serta akuntabel. Perusahaan menjalankan program-program TJSL yang dirancang agar dapat memberikan manfaat atau nilai tambah bagi masyarakat yang terdampak atas aktivitas Perusahaan. Selain itu melalui pelaksanaan TJSL Perusahaan juga berupaya memenuhi kebutuhan pemangku kepentingan dan komunitas utama perusahaan yang dapat membantu kelancaran proses bisnis di lingkungan Perusahaan. Dalam menjalankan program TJSL Perusahaan senantiasa melakukan penilaian atas dampak kegiatan operasional terhadap masyarakat lokal sehingga program TJSL yang dilakukan sesuai dengan kebutuhan masyarakat.

Kegiatan TJSL difokuskan pada 4 (empat) pilar sesuai dengan Peraturan Menteri BUMN No. PER-05/MBU/04/2021 tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan BUMN Keempat pilar tersebut antara lain Sosial, Ekonomi, Lingkungan, Hukum & Tata Kelola. Penyaluran Program TJSL pada tahun 2022 direalisasikan sebesar Rp2,65 miliar yang disalurkan berdasarkan 4 (empat) Pilar Utama TPB dan Penyaluran dana secara mandiri. Program PUMK dihentikan di tahun 2022, dan rencananya di tahun 2023 penyaluran dana Program PUMK direncanakan berkolaborasi dengan BRI dengan alur skema sesuai arahan dari Kementerian BUMN.

The world of education is a concern for Semen Baturaja, as the company aims to contribute towards educating the nation. To achieve this, the Company runs an Education Program that offers support for seminars, training sessions, competitions, and workshops related to education, starting from elementary level up to universities, which is the higher education level. Through this program, Semen Baturaja hopes to improve the abilities and insights of students, especially those residing in ring 1 (one) Company locations.

In 2022, an excellent program was implemented by Semen Baturaja which is the MSME Coaching Assistance program. This program is carried out in collaboration with Rumah BUMN Baturaja, where training sessions are held every month for fostered partners or MSMEs who are not yet part of the Company's fostered partners. The training provided is very diverse and includes guidance on product packaging, product branding, marketing methods, and even halal certification for partner products. The Company also provides opportunities for fostered partners to participate in various local and national events, such as bazaars, where they can showcase their products. The main aim of this program is to enable the Company's fostered partners to upgrade their skills and become upgrade partners.

#### Positive Impact on Company TJSL Program Activities

The TJSL program implemented by the SOE aims to provide benefits for economic, social, environmental, legal, and governance development for the Company. The program is designed with integrated, directed, measurable, and accountable principles to create added value for the Company. The TJSL programs are aimed at providing benefits or added value to the communities affected by the Company activities. The Company's also seeks to meet the needs of stakeholders and the main community that can help in the smooth business processes within the company's environment. In carrying out the TJSL program, the Company always evaluates the impact of operational activities on local communities to ensure that the program meets the needs of the community.

The TJSL activities of the Company are focused on the four pillars outlined in accordance with the Minister of SOE Regulation No. PER-05/MBU/04/2021 dated 8th April 2021, which includes Social, Economic, Environmental, Legal, and Governance aspects. The distribution of the TJSL Program funds for 2022 amounted to IDR 2.65 billion, which was allocated based on the four SDG Main Pillars and distributed independently. The PUMK Program was discontinued in 2022, and in 2023, the distribution of PUMK Program funds is planned to be carried out in collaboration with BRI, following the scheme's flow as directed by the Ministry of SOE.





Perusahaan juga melakukan pembinaan UMK agar naik kelas, yang dilakukan melalui peningkatan kapasitas usaha agar membaik secara ekonomi dan mandiri. Salah satunya yaitu melalui pelatihan dan *capacity building* yang diadakan oleh "Rumah BUMN Baturaja" setiap bulan. Di tahun 2022, terdapat 11 UMK yang menjadi mitra binaan Perusahaan melalui "Rumah BUMN Baturaja" yang statusnya sudah "naik kelas".

Adapun penjelasan rinci mengenai Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan sepanjang tahun 2022, disampaikan secara terpisah pada Laporan Keberlanjutan (*Sustainability Report*).

### Penilaian atas Kinerja Komite Dibawah 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, Perusahaan secara periodik melakukan penilaian terhadap efektivitas kinerja Unit Kerja seperti *Division Internal Audit*, *Division Corporate Secretary* dan *Division Risk Management* berdasarkan pencapaian *Key Performance Indicator* (KPI) masing-masing Divisi yang telah ditetapkan.

### Informasi Perubahan Komposisi dan Susunan Direksi

Di tahun 2022, terdapat perubahan komposisi Direksi Perusahaan berdasarkan Keputusan RUPS Tahunan tahun buku 2021, tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.

Adapun kronologis perubahan komposisi dan susunan Direksi per 31 Desember 2022, adalah sebagai berikut:

The Company conducts training for MSEs to promote economic development and independence, which is carried out by increasing their business capacity. This is done through training and capacity building sessions held by 'Rumah BUMN Baturaja' every month. In 2022, 11 MSEs will become the Company's fostered partners through "Rumah BUMN Baturaja", whose status has been "upgraded".

A detailed explanation of the Company's Social and Environmental Responsibility Program (TJSL) throughout 2022 is presented separately in the Sustainability Report.

### Assessment of the Performance of Committees Under the Board of Directors

The Board of Directors does not own or form committees. The duties and responsibilities of the Board of Directors are supported by work units led by a Vice President and other functional organs. However, in the context of implementing good corporate governance, the Company periodically evaluates the effectiveness of the performance of work units such as the Internal Audit Division, Corporate Secretary Division, and Risk Management Division based on the achievement of predetermined Key Performance Indicators (KPIs) in each division.

### Information on Changes in the Composition and structure of the Board of Directors

In 2022, there was a change in the Company's Board of Directors composition based on the Annual GMS Resolution for the 2022 fiscal year, dated March 25, 2022, as stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022.

The chronology of changes in the Board of Directors' composition and structure as of December 31, 2022 was as follows:

**Kronologis Perubahan Komposisi Direksi Sepanjang Tahun 2022**  
Chronology of Changes in the Composition of the Board of Directors throughout 2022

| Periode 01 Januari – 25 Maret 2022<br>Period January 01 – March 25, 2022                          | Periode 25 Maret – 31 Desember 2022<br>Period March 25 – December 31, 2022 | Keterangan<br>Information                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jobi Triananda Hasjim<br>(Direktur Utama)<br>(President Director)                                 |                                                                            | Tidak lagi menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>No longer serving as a member of the Board of Directors since March 25, 2022                                                                                                                   |
| Daconi Khotob<br>(Direktur Produksi dan Pengembangan)<br>(Director of Production and Development) | Daconi Khotob<br>(Direktur Utama)<br>(President Director)                  | Daconi Khotob diberhentikan sebagai Direktur Produksi dan Pengembangan, dan diangkat sebagai Direktur Utama sejak 25 Maret 2022<br>Daconi Khotob was dismissed as Production and Development Director, and appointed as President Director since March 25, 2022 |
| Mukhamad Saifudin<br>(Direktur Pemasaran)<br>(Director of Marketing)                              | Mukhamad Saifudin<br>(Direktur Pemasaran)<br>(Director of Marketing)       | -                                                                                                                                                                                                                                                               |



### Kronologi Perubahan Komposisi Direksi Sepanjang Tahun 2022

Chronology of Changes in the Composition of the Board of Directors throughout 2022

| Periode 01 Januari – 25 Maret 2022<br>Period January 01 – March 25, 2022                         | Periode 25 Maret – 31 Desember 2022<br>Period March 25 – December 31, 2022                                        | Keterangan<br>Information                                                                                                                     |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| M. Jamil<br>(Direktur Keuangan dan Manajemen Risiko<br>(Director of Finance and Risk Management) |                                                                                                                   | Tidak lagi menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>No longer serving as a member of the Board of Directors since March 25, 2022 |
| Amrullah<br>(Direktur Umum & SDM<br>(Director of General Affair & HR)                            |                                                                                                                   | Tidak lagi menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>No longer serving as a member of the Board of Directors since March 25, 2022 |
|                                                                                                  | Suherman Yahya<br>(Direktur Produksi dan Pengembangan)<br>(Director of Production and Development)                | Menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>Served in the Board of Directors since March 25, 2022                                   |
|                                                                                                  | Tubagus Muhammad Dharury<br>(Direktur Keuangan dan Manajemen Risiko)<br>(Director of Finance and Risk Management) | Menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>Served in the Board of Directors since March 25, 2022                                   |
|                                                                                                  | Gatot Mardiana<br>(Direktur Umum dan SDM)<br>(Director of General Affair and HR)                                  | Menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>Served in the Board of Directors since March 25, 2022                                   |

### Komposisi serta Susunan Direksi per 31 Desember 2022

Composition and Structure of the Board of Directors as of December 31, 2022

| Nama<br>Name             | Jabatan<br>Posotion                                                               | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daconi Khotob            | Direktur Utama<br>President Director                                              | <ol style="list-style-type: none"> <li>Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 8 tanggal 05 Juni 2017.</li> <li>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.</li> <li>Resolutions of the Annual General Meeting of Shareholders on April 27, 2017 stated in the Deed of Notary Fathiah Helmi, S.H., No. 8 dated June 05, 2017.</li> <li>Resolutions of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022.</li> </ol> |
| Mukhamad Saifudin        | Direktur Pemasaran<br>Director of Marketing                                       | Keputusan RUPS Tahunan pada 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020.<br>The resolution of the Annual GMS on August 05, 2020 stated in the Deed of Notary Fathiah Helmi, S.H., No. 29 dated August 13, 2020.                                                                                                                                                                                                                                                                                                                                                                                     |
| Suherman Yahya           | Direktur Produksi dan Pengembangan<br>Director of Production and Development      | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>The resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022.                                                                                                                                                                                                                                                                                                                                                            |
| Tubagus Muhammad Dharury | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>The resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022.                                                                                                                                                                                                                                                                                                                                                            |
| Gatot Mardiana           | Direktur Umum dan SDM<br>Director of General Affairs and HR                       | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>The resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022.                                                                                                                                                                                                                                                                                                                                                            |



Sementara itu, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan komposisi dan susunan Direksi serta nomenklatur jabatan Direksi berdasarkan Keputusan RUPS Luar Biasa yang diselenggarakan pada 24 Januari 2023, yang memberhentikan dengan hormat Mukhamad Saifudin selaku Direktur Pemasaran, dan Gatot Mardiana selaku Direktur Umum dan SDM, serta merubah nomenklatur jabatan Suherman Yahya dari Direktur Produksi dan Pengembangan menjadi Direktur (Fungsi Operasi), serta Tubagus Muhammad Dharury dari Direktur Keuangan dan Manajemen Risiko menjadi Direktur (Fungsi Keuangan dan SDM).

Since the signing of this Annual Report, there have been changes to the composition and structure of the Board of Directors, as well as the nomenclature of certain positions, based on the resolution of the Extraordinary GMS held on January 24, 2023. This resolution resulted in the honorable dismissal of Mukhamad Saifudin as Director of Marketing and Gatot Mardiana as Director of General Affairs and HR. Furthermore, the position nomenclature of Suherman Yahya was changed from Director of Production and Development to Director (Operations Function), and Tubagus Muhammad Dharury's position nomenclature was changed from Director of Finance and Risk Management to Director (Finance and HR Function).

Adapun komposisi dan susunan Direksi sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagai berikut:

The composition and structure of the Board of Directors up to the signing of this Annual Report are as follows:

**Komposisi serta Susunan Direksi Sampai dengan Laporan Tahunan ini Ditandatangani**  
Composition and Structure of the Board of Directors Up to the Signing of this Annual Report

| Nama<br>Name                   | Jabatan<br>Position                                                                  | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Periode Jabatan<br>Term of Office                            |
|--------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Daconi Khotob                  | Direktur<br>Utama<br>President Director                                              | <ol style="list-style-type: none"><li>Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 8 tanggal 05 Juni 2017.</li><li>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.</li><li>The Resolutions of the Annual General Meeting of Shareholders on April 27, 2017 stated in the Deed of Notary Fathiah Helmi, S.H., No. 8 dated June 05, 2017.</li><li>The Resolutions of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022.</li></ol>                                                                         | 25 Maret 2022 -<br>RUPS 2027<br>March 25, 2022 -<br>2027 GMS |
| Suherman Yahya                 | Direktur<br>(Fungsi Operasi)<br>Director<br>(Operating Function)                     | <p>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Kemudian berdasarkan keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Produksi dan Pengembangan, menjadi Direktur (Fungsi Operasi).</p> <p>The resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022. Then based on the decision of the Extraordinary General Meeting of Shareholders dated January 24 2023, there was a change in the position nomenclature from Director of Production and Development to Director (Operations Function).</p> | 25 Maret 2022 -<br>RUPS 2027<br>March 25, 2022 -<br>2027 GMS |
| Tubagus<br>Muhammad<br>Dharury | Direktur<br>(Fungsi Keuangan<br>dan SDM)<br>Director<br>(Finance and HR<br>Function) | <p>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Keuangan dan Manajemen Risiko, menjadi Direktur (Fungsi Keuangan dan SDM).</p> <p>The resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 dated April 18, 2022. Then based on the Extraordinary GMS Resolution dated January 24, 2023, there was a change in the position nomenclature from Director of Finance and Risk Management to Director (Finance and HR Function).</p>               | 25 Maret 2022 -<br>RUPS 2027<br>March 25, 2022 -<br>2027 GMS |





### Apresiasi dan Penutup

Pencapaian kinerja tahun 2022, tidak terlepas dari dukungan dan kerjasama banyak pihak, khususnya para pemegang saham, yang tiada henti dan secara terus menerus mendukung dan memberikan arahan yang konstruktif demi terwujudnya visi dan misi Perusahaan.

Sebagai penutup, izinkan kami mengucapkan terima kasih yang sebesar-besarnya dan apresiasi yang sedalam-dalamnya kepada seluruh karyawan Perusahaan atas dedikasi, loyalitas serta kerja kerasnya dalam mendukung target dan realisasi bisnis Perusahaan hingga tumbuh dengan baik seperti sekarang ini. Kami juga mengucapkan terima kasih kepada semua pemangku kepentingan, mitra bisnis serta Dewan Komisaris atas dukungan dan kerjasamanya sehingga Perusahaan dapat mengoptimalkan perannya dalam *holding* semen dan dapat memberikan manfaat sebesar-besarnya bagi masyarakat dan Negara.

### Appreciation and Closing

The achievement of our performance in 2022 was made possible thanks to the support and cooperation of many parties, particularly our shareholders, who provided us with continuous support and constructive guidance towards the realization of our company's vision and mission.

In conclusion, we would like to express our heartfelt gratitude and appreciation to all of our employees for their dedication, loyalty, and hard work in supporting the Company's targets and business realization, which has enabled us to continue growing successfully. We would also like to thank our stakeholders, business partners, and Board of Commissioners for their support and cooperation in enabling us to optimize our role in the cement holding industry, and providing maximum benefits for the communities and the State.

Jakarta, 14 April 2023  
Jakarta, April 14, 2023  
PT Semen Baturaja Tbk

**Daconi Khotob**

Direktur Utama  
President Director



# DIREKSI

## BOARD OF DIRECTORS

Suherman Yahya  
Direktur (Fungsi Operasi)  
Director (Operation Function)

Tubagus Muhammad Dharury  
Direktur (Fungsi Keuangan & SDM)  
Director (Finance & HR Function)

Daconi Khotob  
Direktur Utama  
President Director

Komposisi Direksi pada saat Laporan Tahunan ini ditandatangani.  
Composition of the Board of Directors at the signing of this Annual Report.



# SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS **TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2022**

## RESPONSIBILITY STATEMENTS OF BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ANNUAL REPORT 2022

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Semen Baturaja Tbk tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 14 April 2023  
**PT Semen Baturaja Tbk**

### Anggota Dewan Komisaris

#### Board of Commissioners

**Chowadja Sanova**  
Komisaris Independen  
Independent Commissioner

**Franciscus M.A. Sibarani**  
Komisaris Utama  
President Commissioner

**Hadi Daryanto**  
Komisaris\*  
Commissioner\*

\*Diangkat sebagai Komisaris Perusahaan per 24 Januari 2023, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa, menggantikan pejabat sebelumnya.

\*Appointed as Commissioner of the Company as of January 24, 2023, based on the decision of the Extraordinary General Meeting of Shareholders (GMS), replacing the previous officer.



# SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS **TENTANG** **TANGGUNG JAWAB ATAS LAPORAN** **TAHUNAN 2022**

## RESPONSIBILITY STATEMENTS OF BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ANNUAL REPORT 2022

We, the undersigned, declare that all the information in PT Semen Baturaja Tbk's Annual Report for 2022 has been fully disclosed, and we accept full responsibility for the contents of the Company's Annual Report.

This statement is made truthfully.

Jakarta, April 14, 2023  
**PT Semen Baturaja Tbk**

### Anggota Direksi

Board of Directors

**Suherman Yahya**  
Direktur  
Director

**Daconi Khotob**  
Direktur Utama  
President Director

**Tubagus Muhammad Dharury**  
Direktur  
Director









## PROFIL PERUSAHAAN

### COMPANY PROFILE

Adanya integrasi operasional Perusahaan dengan SIG diharapkan dapat membuka peluang penciptaan nilai sinergi yang dapat membawa Semen Baturaja menjadi *Regional National Champion*, melalui peningkatan pertumbuhan ekspor komoditas semen, serta memastikan kelancaran penyediaan dan distribusi pasokan semen yang memadai untuk pembangunan nasional.

We hope that integrating the Company's operations with SIG will create opportunities for synergistic value that will enable Semen Baturaja to become a Regional National Champion. This will involve increasing the growth of cement commodity exports and ensuring a smooth supply and distribution of adequate cement supply for national development.



PT SEMEN BATURAJA Tbk

# IDENTITAS DAN INFORMASI UMUM PERUSAHAAN

## CORPORATE IDENTITY AND GENERAL INFORMATION



### Nama Perusahaan Company Profile

**PT Semen Baturaja Tbk**  
PT Semen Baturaja Tbk

### Tanggal Pendirian Date of Establishment

**14 November 1974**  
November 14, 1974



### Alamat Kantor dan Pabrik Office and Factory Address

**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, Sumatra 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

**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 Floor 9 Rooms 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, South Sumatra 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



### Entitas Anak Subsidiary

**PT Baturaja Multi Usaha**  
PT Baturaja Multi Usaha



### Kepemilikan Saham Shareholding

**Kepemilikan Saham Perusahaan per 31 Desember 2022:**

**Saham Seri A (Dwiwarna)**  
- Pemerintah Republik Indonesia (1 Lembar)

**Saham Seri B**  
- PT Semen Indonesia (Persero) Tbk (75,51%)  
- PT Asuransi Jiwa IFG (7,89%)

**Kelompok Pemegang Saham Masyarakat < 5% (16,60%)**

Company Shareholding as of December 31, 2022:

Series A Shares (Dwiwarna)  
- Government of the Republic of Indonesia (1 Sheet)

Series B Shares  
- PT Semen Indonesia (Persero) Tbk (75.51%)  
- PT Asuransi Jiwa IFG (7.89%)

Public Shareholders Group < 5% (16.60%)

### Bidang Usaha Line of Business

**Melakukan usaha di bidang persemenan dan industri kimia dasar lainnya.**  
Operate business in the field of cement production and in other basic chemical industry.



### Kode Saham Stock code

**SMBR**  
SMBR



### Jumlah Karyawan Number of employees

**897 orang (Per 31 Desember)**  
897 employees of 31 December



### Pencatatan Saham di Bursa Saham Shares Listing on Stock Exchange

**Bursa Efek Indonesia (BEI), 2013**  
Indonesia Stock Exchange (IDX), 2013



### Modal Dasar Authorized capital

**Rp3.000.000.000.000,-**  
IDR3,000,000,000,000,-





#### Modal Ditempatkan dan Disetor Penuh

Issued and fully paid-up capital

**Rp993.253.433.600,-**  
IDR993,253,433,600,-



#### Perubahan Nama dan Status Perusahaan

Change of Company Name and Status

Sejak awal berdiri, Perusahaan telah mengalami beberapa kali perubahan nama dan status Perusahaan, sebagaimana terlampir berikut ini.

- PT Semen Baturaja menjadi PT Semen Baturaja (Persero) pada 19 Agustus 1980.
- PT Semen Baturaja (Persero) menjadi PT Semen Baturaja (Persero) Tbk pada 14 Maret 2013.
- PT Semen Baturaja (Persero) Tbk menjadi PT Semen Baturaja Tbk pada 19 Desember 2022 (Perubahan nama secara resmi pada RUPSLB 24 Januari 2023)

Since the start of its establishment, the Company has changed its name several times and status of the Company, as attached below.

- PT Semen Baturaja became PT Semen Baturaja (Persero) on August 19, 1980.
- PT Semen Baturaja (Persero) became PT Semen Baturaja (Persero) Tbk on March 14, 2013.
- PT Semen Baturaja (Persero) Tbk became PT Semen Baturaja Tbk on December 19, 2022 (Official name change at the Extraordinary General Meeting of Shareholders dated January 24, 2023)



#### Dasar Hukum Pendirian

Legal Basis of Establishment

Akta No. 34 tanggal 14 November 1974, yang dibuat di hadapan Jony Frederik Berthold Tumbelaka Sinjal, S.H., Notaris, di Jakarta, yang telah diubah dengan Akta No. 49 tanggal 21 November 1974, yang dibuat dihadapan Notaris yang sama. Akta-akta ini telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan No. YA/5/422/18 tanggal 22 November 1974, dan telah didaftarkan di Pengadilan Negeri Palembang dengan No. 376/1974 tanggal 22 November 1974 serta diumumkan dalam tambahan No. 15 pada Berita Negara No. 2 tanggal 7 Januari 1975.

Deed No. 34 dated 14 November 1974, formed through Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal, S.H., Notary, in Jakarta, which was amended by Deed No. 49 dated 21 November 1974, made before the same Notary. These deeds have been approved by the Minister of Justice of the Republic of Indonesia with No. YA/5/422/18 dated 22 November 1974, and has been registered at the Palembang District Court with No. 376/1974 dated 22 November 1974 and announced in Supplement No. 15 in State Gazette No. 2 of January 7, 1975.



#### Akses Informasi Perusahaan

Corporate Information and Access

- **E-mail**  
E-mail

**corsec.smbtr@sig.id**  
corsec.smbtr@sig.id

- **Website Perusahaan**  
Corporate Website

**www.semenbaturaja.co.id**  
www.semenbaturaja.co.id

- **Media Sosial**  
Social media

**Facebook** : ptsb.tbk.official  
**Twitter** : @ptsb\_tbk  
**Instagram** : @pt.semenbaturaja  
**Youtube** : SemenBaturajaTbk  
**LinkedIn** : PT Semen Baturaja Tbk

- **Investor Relation**  
Investor Relation

#### Manager Investor Relations

**Telepon** : 0711-511261 ext. 1505  
**E-mail** : ir.smbtr@sig.id

Manager Investor Relations  
Telepon : 0711-511261 ext. 1505  
E-mail : ir.smbtr@sig.id



#### Akses Whistleblowing System (WBS) Perusahaan

Corporate WBS Access

- **Website**  
Website

**wbs.semenbaturaja.co.id**

- **E-mail**  
E-mail

**wbs.smbtr@sig.id**

- **Surat**  
Letter

Surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:  
**Corporate Secretary**  
**PT Semen Baturaja Tbk**  
**Jl. Abikusno Cokrosuyoso, Kertapati**  
**Palembang, Sumatra Selatan, 30258**

Letters by writing the WBS code on the outside of the letter envelope addressed to:

Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati  
Palembang, South Sumatra, 30258



# RIWAYAT SINGKAT PERUSAHAAN

## BRIEF HISTORY OF THE COMPANY



PT Semen Baturaja Tbk atau disebut juga dengan “Perusahaan”, didirikan berdasarkan Akta No. 34 tanggal 14 November 1974, yang dibuat di hadapan Jony Frederik Berthold Tumbelaka Sinjal, S.H., Notaris, di Jakarta, yang telah diubah dengan Akta No. 49 tanggal 21 November 1974, yang dibuat dihadapan Notaris yang sama.

PT Semen Baturaja Tbk or also known as the “Company”, was established based on Deed No. 34 dated 14 November 1974, formed through of Jony Frederik Berthold Tumbelaka Sinjal, S.H., Notary, in Jakarta, which has been amended by Deed No. 49 dated 21 November 1974, formed through the same Notary.

Akta-akta ini telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan No. Y.A5/422/18 tanggal 22 November 1974, dan telah didaftarkan di Pengadilan Negeri Palembang dengan No. 376/1974 tanggal 22 November 1974 serta diumumkan dalam tambahan No. 15 pada Berita Negara No. 2 tanggal 7 Januari 1975.

These deeds were approved by the Minister of Justice of the Republic of Indonesia with No. Y.A5/422/18 dated November 22, 1974, and were registered at the Palembang District Court with No. 376/1974 on the same date. They were announced in Supplement No. 15 of the State Gazette on January 7, 1975.

Pada awal mula pendirian, kepemilikan saham Perusahaan terdiri dari PT Semen Padang (Persero) sebesar 55,00% dan PT Semen Gresik (Persero) sebesar 45,00%. Kemudian setelah 5 (lima) tahun berdiri atau tepatnya pada 09 November 1979, terjadi perubahan komposisi kepemilikan saham, menjadi 88,00% Pemerintah Republik Indonesia, 7,00% PT Semen Gresik (Persero) dan 5,00% PT Semen Padang (Persero). Berdasarkan perubahan komposisi saham tersebut, terjadi perubahan status Perusahaan dari PT Semen Baturaja menjadi PT Semen Baturaja (Persero) pada 19 Agustus 1980. Kemudian, pada 15 Oktober 1991, seluruh saham Perusahaan diambil alih secara penuh oleh Pemerintah Republik Indonesia.

At the onset of its establishment, the Company's shareholding consisted of 55.00% PT Semen Padang (Persero) and 45.00% PT Semen Gresik (Persero). After five years of establishment, on November 9, 1979, the composition of shareholding changed to 88.00% of the Government of the Republic of Indonesia, 7.00% of PT Semen Gresik (Persero), and 5.00% of PT Semen Padang (Persero). This change led to the Company's status changing from PT Semen Baturaja to PT Semen Baturaja (Persero) on August 19, 1980. On October 15, 1991, the Government of the Republic of Indonesia took over all of the Company's shares.

Perusahaan memiliki lini bisnis yang terdiri dari produksi terak dan semen. Adapun produksi terak dihasilkan di pusat produksi yang terletak di Baturaja, Sumatra Selatan.

The Company's business line consists of clinker and cement production. The production of clinker is carried out at the production center located in Baturaja, South Sumatra, while





Sementara lokasi penggilingan dan pengantongan semen terletak di Pabrik Baturaja, Pabrik Palembang dan Pabrik Panjang. Bahan baku produk semen Perusahaan berupa batu kapur dan tanah liat yang didapatkan dari lokasi pertambangan batu kapur dan tanah liat milik Perusahaan yang berlokasi sekitar 1,2 km dari pabrik di Baturaja. Seiring dengan perkembangan usahanya, Perusahaan meningkatkan kapasitas terpasang hingga 500.000 ton semen per tahun melalui investasi peralatan pada tahun 1992. Di saat yang sama, Perusahaan juga menjalankan Proyek Optimalisasi I (OPT I) dengan masa pembangunan selama 2 (dua) tahun, sehingga kapasitas terpasang menjadi 550.000 ton semen per tahun.

Keberhasilan OPT I memberikan banyak kemajuan dan masukan untuk eskalasi bisnis Perusahaan. Untuk itu, pada tahun 1996, Perusahaan 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 memproduksi hingga saat ini.

Perusahaan terus melakukan pengembangan organisasi dan visi strategis, 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 Perusahaan dapat meningkatkan profitabilitas dan likuiditasnya. Berdasarkan kondisi tersebut, Perusahaan meraih kepercayaan untuk menggarap proyek-proyek besar dan prestisius. Selain itu, Perusahaan juga kembali menambah kapasitas produksi 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 Perusahaan mencapai 2 juta ton per tahun.

Seiring dengan perkembangan bisnis Perusahaan, pada tahun 2013, Perusahaan melakukan aksi korporasi yakni penawaran saham perdana atau *Initial Public Offering* (IPO). Aksi korporasi tersebut, mendapatkan respon yang luar biasa, di tengah pertumbuhan kinerja Perusahaan yang tengah menggeliat. Pada IPO tanggal 28 Juni 2013, sebanyak 23,76% atau sebesar 2.337.678.500 saham Perusahaan resmi diperdagangkan di Bursa Efek Indonesia (BEI) dengan kode saham SMBR. Aksi korporasi tersebut, sekaligus mengubah status Perusahaan dari PT Semen Baturaja (Persero) menjadi PT Semen Baturaja (Persero) Tbk.

Perusahaan menggunakan dana hasil penawaran umum untuk membangun pabrik Baturaja II dengan kapasitas 1,85 juta ton semen tiap tahunnya. Berdasarkan peningkatan

the cement milling and packing locations are situated at the Baturaja Plant, Palembang Plant, and Panjang Plant. The raw materials for the Company's cement products, namely limestone and clay, are obtained from the Company's limestone and clay mining sites located approximately 1.2 km from the factory in Baturaja. As the Company's business developed, it invested in equipment in 1992 to increase its installed capacity to 500,000 tons of cement per year. At the same time, the Company also carried out the Optimization I Project (OPT I) with a construction period of 2 (two) years, resulting in an increase in the installed capacity to 550,000 tons of cement per year.

The success of OPT I brought significant progress and insights for the Company's business expansion. Consequently, in 1996, the Company launched the follow-up project, Optimization II (OPT II), with the goal of increasing the capacity by 1.25 million tons of cement per year. OPT II was completed successfully in 2001 and is still actively producing today.

The Company continued to develop its organization and strategic vision, which led to the issuance of bonds worth IDR 200 billion. The loan obligation for the implementation of this bond was repaid in June 2010. The successful issuance of this bond became a stepping stone for the overall financial restructuring, which enabled the Company to increase its profitability and liquidity. As a result, the Company gained trust to carry out major and prestigious projects. Moreover, in 2011, the Company added production capacity through the Cement Mill and Packer project, which had a capacity of 750,000 tons per year. The project started commercial operations in July 2013, and the Company's installed capacity reached 2 million tons per year.

In 2013, along with the Company's business development, a corporate action was carried out, namely an initial public offering (IPO). This action received an extraordinary response amidst the Company's vibrant growth performance. On June 28, 2013, during the IPO, 23.76% or 2,337,678,500 shares of the Company were officially traded on the Indonesia Stock Exchange (IDX) with the stock code SMBR. Additionally, this corporate action changed the status of the company from PT Semen Baturaja (Persero) to PT Semen Baturaja (Persero) Tbk.

The Company utilized the funds from the public offering to construct the Baturaja II factory, which has an annual capacity of producing 1.85 million tons of cement. With this



kapasitas tersebut, Perusahaan terus berkembang dan menjadi kekuatan baru di industri semen nasional, dengan dukungan yang tidak hanya berasal dari Pemerintah, namun juga masyarakat luas. Pembangunan Pabrik Baturaja II dimulai pada tahun 2015 dan mulai berproduksi secara komersil pada tanggal 01 September 2017, sehingga 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.

Kemudian pada 21 September 2022, Pemerintah menerbitkan Peraturan Pemerintah Republik Indonesia No. 33 Tahun 2022 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Semen Indonesia Tbk, yang telah dituangkan dalam Lembaran Negara Republik Indonesia No. 187 Tahun 2022. Peraturan Pemerintah ini sekaligus mencabut Peraturan Pemerintah Republik Indonesia No. 10 Tahun 1978 tentang Penyertaan Modal Negara Republik Indonesia Ke Dalam Perseroan Terbatas Semen Baturaja yang Bergerak di Bidang Industri Semen. Selanjutnya, Kementerian Keuangan menerbitkan Keputusan Menteri Keuangan Republik Indonesia No. 413/KMK.06/2022 tanggal 18 Oktober 2022, tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Semen Indonesia Tbk.

Diterbitkannya PP No. 33 Tahun 2022 tersebut, yakni dalam rangka mendukung Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024. Di mana Pemerintah memiliki sejumlah agenda dalam rangka pembangunan Indonesia yang berdampak pada sektor semen, yaitu “memperkuat ketahanan ekonomi untuk pertumbuhan yang berkualitas” dan “memperkuat infrastruktur untuk mendukung pengembangan ekonomi dan pelayanan dasar”. Dalam hal ini, konsolidasi Perusahaan ke dalam, diharapkan PT Semen Indonesia (Persero) Tbk (“SIG”) dapat membantu mewujudkan agenda RPJMN 2020-2024, melalui pemenuhan permintaan semen nasional dan global, seiring dengan pemulihan ekonomi pasca pandemi.

Pada 19 Desember 2022, Pemerintah Indonesia resmi melakukan *inbreng* saham dengan mengalihkan saham Negara Republik Indonesia sejumlah 7.499.999.999 lembar saham Seri B dengan nilai seluruhnya sebesar Rp2.848.672.369.646,- atau mewakili 75,51% dari seluruh modal ditempatkan dan disetor penuh dalam Perusahaan kepada SIG, melalui penandatanganan Akta Perjanjian Pengalihan Saham No. 15 tanggal 19 Desember 2022, yang dibuat dihadapan Aulia Taufani, S.H., Notaris, di Jakarta. Berdasarkan penandatanganan Akta tersebut, sekaligus merubah komposisi kepemilikan saham Perusahaan, serta status Perusahaan dari PT Semen Baturaja (Persero) Tbk menjadi PT Semen Baturaja Tbk.

capacity increase, the Company has become a new force in the national cement industry and has gained support not only from the Government but also from the wider community. Construction of the Baturaja II Plant began in 2015, and it started commercial production on September 1, 2017, increasing Semen Baturaja’s total production capacity to 3.85 million tons of cement per year. The construction of the Baturaja II Plant was completed within 26 months, making it the fastest-working cement plant in Indonesia.

On September 21, 2022, the Indonesian Government issued Government Regulation No. 33 of 2022, which stated that the Republic of Indonesia’s State Equity Participation would be added to the Share Capital of PT Semen Indonesia Tbk. This regulation was published in the State Gazette of the Republic of Indonesia No. 187 of 2022. The new regulation also revoked the previous Government Regulation No. 10 of 1978, which concerned the Investment of the State of the Republic of Indonesia in Semen Baturaja Limited Liability Company engaged in the Cement Industry. Subsequently, on October 18, 2022, the Ministry of Finance issued a decree, No. 413/KMK.06/2022, which determined the addition value of the Capital Participation of the Republic of Indonesia into the Share Capital of the Company (Persero) PT Semen Indonesia Tbk.

The issuance of PP No. 33 of 2022 is in line with the 2020-2024 National Medium Term Development Plan (RPJMN), which aims to support Indonesia’s development goals. The Government has several agendas, including ‘strengthening economic resilience for quality growth’ and ‘strengthening infrastructure to support economic development and basic services’, which have an impact on the cement sector. Consolidating the Company into PT Semen Indonesia (Persero) Tbk (“SIG”) is expected to help achieve the 2020-2024 RPJMN agenda by meeting national and global cement demand, especially in the post-pandemic economic recovery period.

On December 19, 2022, the Government of Indonesia officially transferred 7,499,999,999 Series B shares to SIG, representing 75.51% of the entire issued and paid-up capital in the Company. The transfer was made through the signing of Deed of Share Transfer Agreement No. 15 before Aulia Taufani, S.H., Notary, in Jakarta. The total value of the transferred shares was IDR2,848,672,369,646. As a result of the share transfer, the composition of the Company’s shareholding changed, and the Company’s status changed from PT Semen Baturaja (Persero) Tbk to PT Semen Baturaja Tbk.



Adanya integrasi operasional Perusahaan dengan SIG, diharapkan dapat membuka peluang penciptaan nilai sinergi yang dapat membawa Perusahaan menjadi *Regional National Champion*, melalui peningkatan pertumbuhan ekspor komoditas semen, serta memastikan kelancaran penyediaan dan distribusi pasokan semen yang memadai untuk pembangunan nasional. Di mana, industri semen di Indonesia, memegang peranan yang cukup penting pada pembangunan infrastruktur yang tengah digalakkan oleh Pemerintah, untuk meningkatkan perekonomian nasional. Perusahaan senantiasa berupaya untuk menjadi *Green Cement Based Building Material Company* terdepan di Indonesia, sebagaimana visi Perusahaan, dengan senantiasa berkomitmen untuk memberikan manfaat luas kepada seluruh pemangku kepentingan. Perusahaan terus berkontribusi dalam pembangunan perekonomian nasional untuk kesejahteraan masyarakat. Selain berkontribusi kepada Pemerintah Pusat maupun Pemerintah Daerah melalui pajak dan retribusi, Perusahaan juga senantiasa membuka lapangan pekerjaan dengan penyerapan tenaga kerja lokal, sesuai dengan perkembangan dan kebutuhan Perusahaan. Hal ini sebagai bentuk dukungan Perusahaan terhadap program Pemerintah dalam rangka meningkatkan kesejahteraan masyarakat.

Di samping itu, Perusahaan juga terus berupaya untuk meningkatkan kinerja Perusahaan dengan memperluas skala bisnis dan jaringan distribusi, agar dapat menjangkau pasar yang lebih luas. Dimana saat ini, pasar utama Perusahaan adalah wilayah Sumatra Selatan, Lampung dan wilayah Indonesia lainnya yang prospektif untuk pengembangan infrastruktur. Perusahaan juga memiliki komitmen untuk menerapkan program keberlanjutan, seperti pemanfaatan limbah sebagai bahan bakar alternatif, pengurangan konsumsi energi karbon, dan program konservasi keanekaragaman hayati di area produksi.

### Informasi Perubahan Nama dan Status Perusahaan

Sejak awal berdiri pada tanggal 14 November 1974, PT Semen Baturaja Tbk telah mengalami dan/atau melakukan perubahan nama dan status Perusahaan sebagaimana terlampir berikut ini.

### Kronologi Perubahan Status Perusahaan

| 1974                                                                                          | 1980                                                                                                           | 2013                                                                                                                | 2022                                                                                                  |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>PT Semen Baturaja</b><br><b>14 November 1974</b><br>PT Semen Baturaja<br>November 14, 1974 | <b>PT Semen Baturaja (Persero)</b><br><b>19 Agustus 1980</b><br>PT Semen Baturaja (Persero)<br>August 19, 1980 | <b>PT Semen Baturaja (Persero) Tbk</b><br><b>14 Maret 2013</b><br>PT Semen Baturaja (Persero) Tbk<br>March 14, 2013 | <b>PT Semen Baturaja Tbk</b><br><b>19 Desember 2022</b><br>PT Semen Baturaja Tbk<br>December 19, 2022 |

The integration of the Company's operations with SIG is expected to create opportunities for synergy value that can make the Company a Regional National Champion. This can be achieved by increasing the growth of cement commodity exports, ensuring smooth supply and distribution of adequate cement for national development. The cement industry in Indonesia plays a significant role in infrastructure development promoted by the Government to improve the national economy. The Company aims to become the leading Green Cement Based Building Material Company in Indonesia, committed to providing broad benefits to all stakeholders. The Company's contributions to national economic development include paying taxes and fees to Central and Regional Governments and creating job opportunities for local workers, in line with the Company's developments and needs. This demonstrates the Company's support for Government programs aimed at improving people's welfare.

Furthermore, the Company strives to improve its performance by expanding its business scale and distribution network, reaching a wider market. The Company's primary markets include South Sumatra, Lampung, and other regions in Indonesia that show potential for infrastructure development. The Company also upholds a commitment to implementing sustainability programs, such as utilizing waste as an alternative fuel, reducing carbon energy consumption, and conserving biodiversity in production areas.

### Information on Change of Company Name and Status

Since its establishment on November 14, 1974, PT Semen Baturaja Tbk has undergone various name changes and changes in its company status, as listed below.

### Chronology of Changes in Company Status



# BIDANG USAHA

## LINE OF BUSINESS



### Kegiatan Usaha Berdasarkan Anggaran Dasar Perusahaan

Sebagaimana tertuang dalam Pasal 3 Anggaran Dasar Perusahaan yang terakhir diubah dan disahkan melalui Akta No. 68 tanggal 25 Juni 2021 yang dibuat dihadapan Fathiah Helmi, S.H., Notaris, di Jakarta, maksud dan tujuan Perusahaan adalah melakukan usaha di bidang persemenan dan industri kimia dasar lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan. Tujuannya dalam rangka menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapat/mengejar keuntungan guna meningkatkan nilai Perusahaan dengan prinsip-prinsip Perseroan Terbatas.

Untuk mencapai maksud dan tujuan tersebut di atas, Perusahaan 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
8. Penggalian batu kapur/gamping
9. Penggalian tanah dan tanah liat
10. Penggalian tras

### Business Activities Based on the Company's Articles of Association

According to Article 3 of the Company's Articles of Association, which was last amended and ratified by Deed No. 68 dated June 25, 2021, formed through Fathiah Helmi, S.H., Notary, in Jakarta, the Company aims to operate in the cement and other basic chemical industries and maximize the utilization of its resources. The goal is to produce high-quality and competitive goods and/or services to generate profits and increase the value of the Company while adhering to the principles of a Limited Liability Company.

To achieve the aims and objectives stated above, the Company may engage in the following main business activities:

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. Limestone excavation
9. Soil and clay excavation
10. Trass excavation





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

### Kegiatan Usaha yang Dijalankan Perusahaan pada Tahun Buku

Kegiatan usaha yang dijalankan Perusahaan pada tahun buku adalah sesuai dengan Anggaran Dasar Perusahaan yang terakhir diubah dan disahkan melalui Akta No. 68 tanggal 25 Juni 2021 yang dibuat dihadapan Fathiah Helmi, S.H., Notaris, di Jakarta.

11. Excavation of stone, sand and other clay
12. Mechanical repair for general purposes
13. Installation of industrial machinery and 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

Besides the primary business activities mentioned above, the Company may engage in supporting businesses related to cement to maximize its resource utilization, such as:

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

### Business Activities Carried Out by the Company in the Fiscal Year

The Company's business activities in the financial year complied with its most recent Articles of Association, which were amended and ratified through Deed No. 68 on June 25, 2021, before Notary Fathiah Helmi, S.H., in Jakarta.



## Produk yang Dihasilkan

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

## Produced Products

Our company produces four types of cement in accordance with Article 3 of our Articles of Association, as we primarily operate in the cement sector. These types are:

| Jenis Semen<br>Cement Type             | Penjelasan<br>Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ordinary Portland Cement (OPC) Type I  | <p>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.</p> <p>Adapun sertifikat produk penggunaan tanda SNI Nomor 069/BSPJI-Palembang/MS.1/XI/2022 tipe/jenis produk Ordinary Portland Cement (OPC) Tipe I berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026.</p> <p>Portland Type I cement is a general-purpose cement that does not have specific requirements like other types used for high-rise buildings, roads, bridges, and other applications. This type of cement has several advantages, including fast drying time, strong adhesion, resistance to cracking, and high compressive strength, which make it a popular choice for various construction projects.</p> <p>The product certificate bearing the SNI mark Number 069/BSPJI-Palembang/MS.1/XI/2022, which applies to our Ordinary Portland Cement (OPC) Type I product, is valid from March 22, 2022, to March 21, 2026.</p> |
| Ordinary Portland Cement (OPC) Type II | <p>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.</p> <p>Adapun sertifikat produk penggunaan tanda SNI Nomor 032/BSKJI/Baristand-Palembang/MS.1/III/2022 tipe/jenis produk Ordinary Portland Cement (OPC) Tipe II berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026.</p> <p>Portland Type II cement is used in applications that require resistance to sulfates and moderate heat of hydration. It is commonly used for buildings located near the sea, marshy land, docks, irrigation channels, and dams.</p> <p>The product is certified with the SNI 032/BSKJI/Baristand-Palembang/MS.1/III/2022 product type/category number, indicating Ordinary Portland Cement (OPC) Type II. The certification is valid from March 22, 2022, until March 21, 2026.</p>                                                                                                                                                                                                              |
| Ordinary Portland Cement (OPC) Type V  | <p>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 project <i>geothermal</i>.</p> <p>Adapun sertifikat produk penggunaan tanda SNI Nomor 033/BSKJI/Baristand-Palembang/MS.1/III/2022 tipe/jenis produk Semen Portland Tipe V berlaku mulai 22 Maret 2022 sampai dengan 16 Juli 2026.</p> <p>Portland Type V cement is used in applications that require high resistance to sulfates, such as underwater construction, ports, tunnels, mining areas, wastewater treatment plants, and geothermal projects.</p> <p>The SNI Number 033/BSKJI/Baristand-Palembang/MS.1/III/2022 product certification indicates the use of Portland Type V cement, and it is valid from March 22, 2022, until July 16, 2026.</p>                                                                                                                                                                                                                                                    |



| Jenis Semen<br>Cement Type      | Penjelasan<br>Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Portland Composite Cement (PCC) | <p>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 berasam, struktur jembatan dan jalan beton, struktur bangunan irigasi, bata beton (paving block), 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, kepadatan dan kekuatan tekan yang baik.</p> <p>Adapun sertifikat produk penggunaan tanda SNI Nomor 068/BSPJI-Palembang/MS.1/XI/2022 tipe/jenis produk Portland Komposit berlaku mulai 31 Mei 2021 sampai dengan 18 Juni 2025.</p> <p>PCC, or Portland Composite Cement, is suitable for general use and all concrete grades. It is commonly used for multi-story and high-rise buildings, coastal and marshy/acidic soil structures, concrete bridges and roads, irrigation structures, concrete bricks (paving blocks), concrete tiles, precast concrete, brickwork, plastering, and rendering. PCC has a lower heat of hydration, making it easier to work with and resulting in smoother and denser concrete and plaster surfaces. Additionally, PCC has strong bonding, waterproofing, and excellent compressive strength.</p> <p>The SNI Number 068/BSPJI-Palembang/MS.1/XI/2022 product certification for Portland Composite Cement is valid from May 31, 2021, until June 18, 2025.</p> |

### Baturaja Mortar

Semen Mortar atau yang lebih dikenal dengan Baturaja Mortar merupakan jenis produk semen instan milik Perusahaan 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

### Baturaja Mortar

Mortar Cement, also known as Baturaja Mortar, is the Company's instant cement product formulated for specific functions and uses. Using Baturaja Mortar is very easy because it does not require any additional materials; you simply mix the cement with adequate water and apply it directly. This instant cement can be used as an alternative building material to replace the conventional cement-sand mix. The advantage of using this mortar is its thin application, making it more efficient to use, along with the use of special additives to improve its quality.

Baturaja Mortar has many advantageous qualities, as it is practical, of good quality, and efficient. Baturaja Mortar consists of five variants, including ceramic adhesion, brick and plaster couple, light brick couple, grey cladding, and white cladding, which are all available in 40 and 25-kilogram sacks.

1. The ceramic-adhesive mortar is an instant adhesive type of cement used for ceramic, granite, marble, mosaic, and natural stone on floors and walls. This type of mortar has a strong adhesive quality, is practical, efficient, and can be applied to coarse surfaces.
2. The brick and plaster couple mortar is an instant adhesive cement used to install red bricks and plaster on brick or concrete walls. This type of mortar has a strong adhesive quality, is practical, efficient, and cladding can be applied after 5 hours of its application.
3. The light brick couple mortar is an instant adhesive cement used to install light bricks. This type of mortar has a strong adhesive quality, is practical, efficient, and plaster can be applied after 24 hours of its application.
4. The cladding mortar is an instant cement used for plastered or concrete wall surfaces and is suitable for indoor purposes. This type of cement results in smooth



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 dicat setelah 24 jam.

### White Clay

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

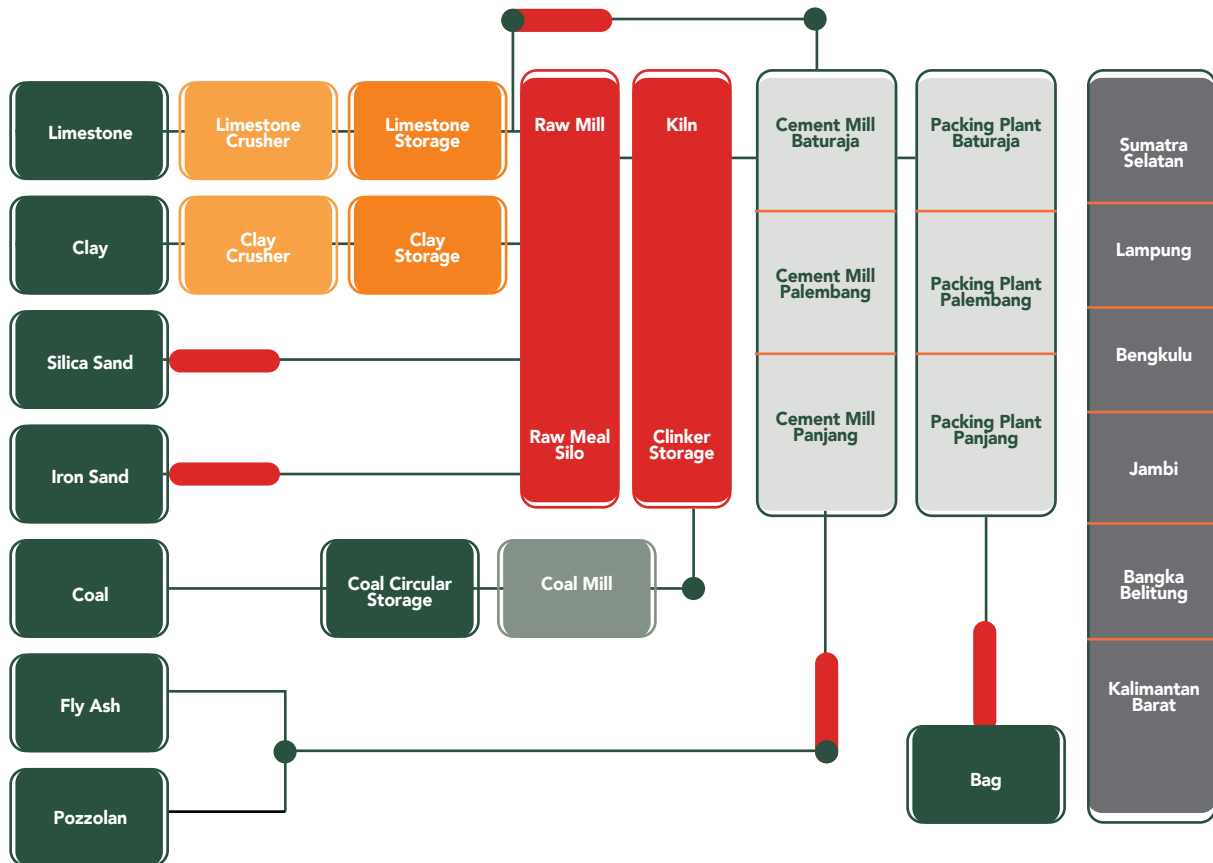
cladding, prevents fine cracks, has good adhesive properties, is practical and efficient, and can be painted over after 24 hours of application.

5. The white cladding mortar is an instant cement designed for use on both plastered and concrete walls, for both indoor and outdoor use. This type of mortar creates a smooth cladding surface, prevents fine cracks, has good adhesive properties, is practical and efficient, and can be painted over 24 hours after application.

### White Clay

One of the derivative products manufactured by the Company is White Clay, which is obtained directly from mining in areas owned by the Company. This material is used in both ceramic and NPK fertilizer production processes.

### Proses Pembuatan Semen Cement Making Process







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

The above chart illustrates the cement manufacturing process implemented by the Company. The following is an explanation of some of the key steps involved in the production of cement.

| Tahapan<br>Stages                                                  | Penjelasan<br>Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarry                                                             | <p>Tahap pertama dari pembuatan semen ialah melakukan penambangan batu kapur dan tanah liat sebagai bahan baku utama di <i>quarry</i> milik Perusahaan. 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>.</p> <p>The initial stage of cement production involves the mining of limestone and clay, which serve as the primary raw materials in the Company's quarry. Limestone is extracted using explosives or surface miners, while clay is collected through dredging. Once collected, the limestone and clay are transported to the crusher via dump trucks.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Crusher                                                            | <p>Di tahap ini, batu kapur dan tanah liat mengalami pengecilan ukuran sampai dengan 8 cm untuk kemudian disimpan di <i>stock pile</i> (<i>storage</i>).</p> <p>At this stage, the limestone and clay undergo size reduction to approximately 8 cm and are then stored in the stockpile for later use.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Storage                                                            | <p>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 <i>raw meal</i> hingga produk akhir yaitu semen.</p> <p>The limestone and clay extracted from the mining process are stored in the storage facility prior to undergoing the pre-homogenization process, known as the reclaimer. The reclaimer's pre-homogenization process is crucial in ensuring the quality of the raw meal, which ultimately impacts the final product of cement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Raw Mill                                                           | <p>Batu kapur dan tanah liat yang ada di <i>stock pile</i>, kemudian dimasukkan ke dalam <i>raw mill</i> ditambahkan pasir besi dan pasir silika untuk digiling dan dikeringkan menjadi <i>raw meal</i>. <i>Raw meal</i> atau tepung baku adalah bahan baku untuk pembuatan terak (<i>clinker</i>). <i>Raw meal</i> memiliki tekstur seperti <i>powder</i> yang fisiknya mempunyai kehalusan tertentu. <i>Raw meal</i> 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. <i>Raw meal</i> dihasilkan dari sebuah sistem peralatan yaitu <i>raw mill plant</i> yang terdiri dari alat-alat utama, sistem transportasi dan alat-alat separasi untuk kemudian disimpan di <i>raw meal silo</i>.</p> <p>After being retrieved from the stockpile, the limestone and clay are mixed with iron sand and silica sand and transferred to the raw mill for drying and milling, resulting in raw meal. Raw meal is a powdered material used in the manufacturing of clinker and has a smooth texture. Its physical and chemical properties are essential quality control parameters. The chemical properties are used to regulate the proportion of materials fed into the process. The Raw Mill Plant equipment system, which includes the main equipment, transport system, and separation tools, produces the raw meal that is then stored in the raw meal silo.</p> |
| Pemanasan dan Pembakaran ( <i>Kiln</i> )<br>Heating and Combustion | <p><i>Raw meal</i> 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 <i>truck</i> dan kereta untuk diproses menjadi semen curah.</p> <p>The raw meal produced and stored in the CF Silo serves as kiln feed, which undergoes several stages of processing before becoming clinker. The clinker is then cooled, transported, and stored in the clinker silo. At this stage, a combustion process takes place using milled and dried coal fuel. The Baturaja, Palembang, and Panjang cement mills use a portion of the resulting clinker. The cement mill in Palembang is transported by train and trucks, while the cement mill in Panjang is transported by train and trucks for processing into bulk cement.</p>                                                                                                                                                     |



| Tahapan<br>Stages                                                                                                                                                                                                                                                                                                                                                                                | Penjelasan<br>Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    <br>Penggilingan <i>Clinker</i> (Cement Mill)<br>Clinker Mill | <p>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 diumpungkan 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 <i>Packing Plant</i>. The clinker, which is transported from the Clinker Silo in Baturaja, is ground in the cement mill by adding <i>gypsum</i> and a third material. This third material is fed simultaneously into the cement mill for the grinding process until the final product, OPC cement Type I and PCC, is achieved. For the production of OPC Type II and OPC Type V, the clinker is only milled with <i>gypsum</i>. Once high-quality cement is obtained, it is stored in a cement silo and transferred to the cement bin through an air slide, conveyor belt, and vibrating screen. The output from the cement silos is in the form of bulk cement, which is partially sold in mobile-capsule and carriage-capsule transport (isotank) to Palembang, Baturaja, and Lampung, and partially packed at the Packing Plant.</p> |
| Pengantongan Semen ( <i>Packing Plant</i> )<br>Cement Packing                                                                                                                                                                                                                                                                                                                                    | <p><i>Packing plant</i> 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 Sumatra Selatan, Lampung, Bengkulu, Jambi, Bangka Belitung, dan Kalimantan Barat. The packing plant is a combination of machinery and apparatus consisting of transport tools up to the packer unit. The packer functions to wrap or pack cement in bags or sacks with a fixed weight. The packer is the last unit in the cement plant's production process, and the packed products come in the form of 50-kg cement sacks and 1-ton big bags, which are then distributed in South Sumatra, Lampung, Bengkulu, Jambi, Bangka Belitung, and West Kalimantan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



# JARINGAN BISNIS DAN WILAYAH OPERASI

## BUSINESS NETWORK AND OPERATING AREAS

Jaringan Bisnis dan Wilayah operasional industri semen PT Semen Baturaja Tbk tersebar di beberapa titik, yakni Sumatra Selatan, Lampung, Jambi, Bengkulu dan Bangka Belitung. Adapun jenis pelanggan yang dilayani adalah Distributor dan Batching plant yang tersebar di berbagai wilayah tersebut.

The business network and operational areas for PT Semen Baturaja Tbk's cement industry are spread across several locations, namely South Sumatra, Lampung, Jambi, Bengkulu, and Bangka Belitung. The Company serves distributors and batching plants located in these areas.





# VISI, MISI, DAN BUDAYA PERUSAHAAN

VISION, MISSION, AND CORPORATE CULTURE



**VISI**  
VISION

**MENJADI *GREEN CEMENT BASED BUILDING MATERIAL COMPANY* TERDEPAN DI INDONESIA.**

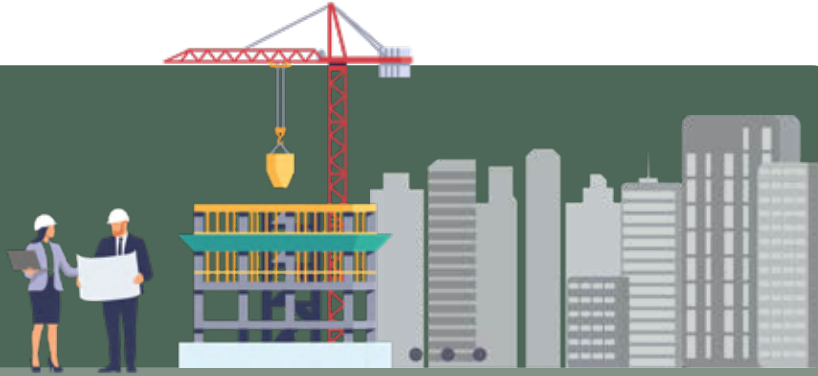
To Become a Leading Green Cement-Based Building Material Company in Indonesia



**MISI**  
MISSION

- Kami adalah penyedia bahan bangunan berbasis semen kebanggaan nasional
- Kami menyediakan produk yang berkualitas, ramah lingkungan dan pasokan yang berkesinambungan
- Kami menjamin kepuasan pelanggan dengan mengutamakan pelayanan prima
- Kami berkomitmen membangun negeri untuk Indonesia yang lebih baik
- Our company takes pride in being a leading provider of cement-based building materials nationwide
- Our focus is on providing high-quality, environmentally friendly, and sustainable products
- Customer satisfaction is our top priority, and we strive for excellence in our services
- We are committed to building a better Indonesia and contributing to the nation's development





### Reviu Visi dan Misi oleh Manajemen Vision and Mission Review by Management

Visi dan Misi Perusahaan senantiasa ditinjau secara berkala setiap tahunnya dengan melibatkan Dewan Komisaris dan Direksi sesuai yang dituangkan dalam penyusunan Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024. Visi dan Misi Perusahaan senantiasa dievaluasi untuk memastikan relevansinya dengan perkembangan bisnis Perusahaan. Berdasarkan rapat kerja terbatas Manajemen dengan agenda pembahasan revisi RKAP 2021 tanggal 22 April 2021, dan persetujuan revisi RKAP No. S-09/DK-SB/IV/2021 tanggal 27 April 2021, Manajemen berpendapat bahwa visi dan misi Perusahaan masih sejalan dengan arah kebijakan dan perkembangan Perusahaan di tahun 2022.

The Company's Vision and Mission are reviewed annually by the Board of Commissioners and Directors as part of the Long Term Plan (RJPP) preparation for 2020-2024. These statements are constantly evaluated to ensure their relevance to the Company's business development. At a limited work meeting on April 22, 2021, the Management discussed and approved the revision of the 2021 RKAP (No. S-09/DK-SB/IV/2021, dated 27 April 2021), and concluded that the Company's vision and mission are still aligned with its policy direction and development for 2022.



## Budaya Perusahaan

Budaya Perusahaan (*corporate culture*) merupakan falsafah, nilai dan norma-norma yang harus dijunjung oleh seluruh Insan SMBR, dan memiliki tujuan untuk melengkapi setiap Insan SMBR dengan rasa (identitas) organisasi, serta menimbulkan komitmen terhadap nilai-nilai yang dianut oleh Perusahaan. Dimana nilai-nilai yang dianut Perusahaan diperkuat dengan visi, misi, dan strategi Perusahaan, yang akan menghasilkan budaya atau proses berpikir setiap Insan SMBR untuk meningkatkan citra Perusahaan, yang pada akhirnya dapat memperkuat reputasi Perusahaan.

## Corporate Culture

Corporate culture refers to the philosophy, values, and norms that guide the behavior of all SMBR personnel. Its purpose is to instill a sense of organizational identity and commitment to the Company's values among employees. The values adopted by the Company are reinforced by its vision, mission, and strategy, creating a shared mindset among SMBR personnel that helps to enhance the Company's reputation and image.



Sementara itu, SMBR yang merupakan bagian dari Badan Usaha Milik Negara (BUMN) telah menerapkan nilai budaya AKHLAK, sebagai budaya Perusahaan yang harus ditaati oleh seluruh Insan SMBR, sebagaimana arahan Kementerian BUMN melalui Surat Edaran Menteri BUMN No. 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 untuk mendukung peningkatan kinerja BUMN secara berkelanjutan.

SMBR, as a State-Owned Enterprise (SOE), follows the Corporate Value of AKHLAK as its corporate culture, as directed by the Ministry of SOEs through Minister of SOEs Circular No. SE-7/MBU/07/2020, which outlines the Core Values of Human Resources for State-Owned Enterprises. These values are integral to SMBR's work culture, serving as its identity and binding force to support continuous improvement of SOE performance.

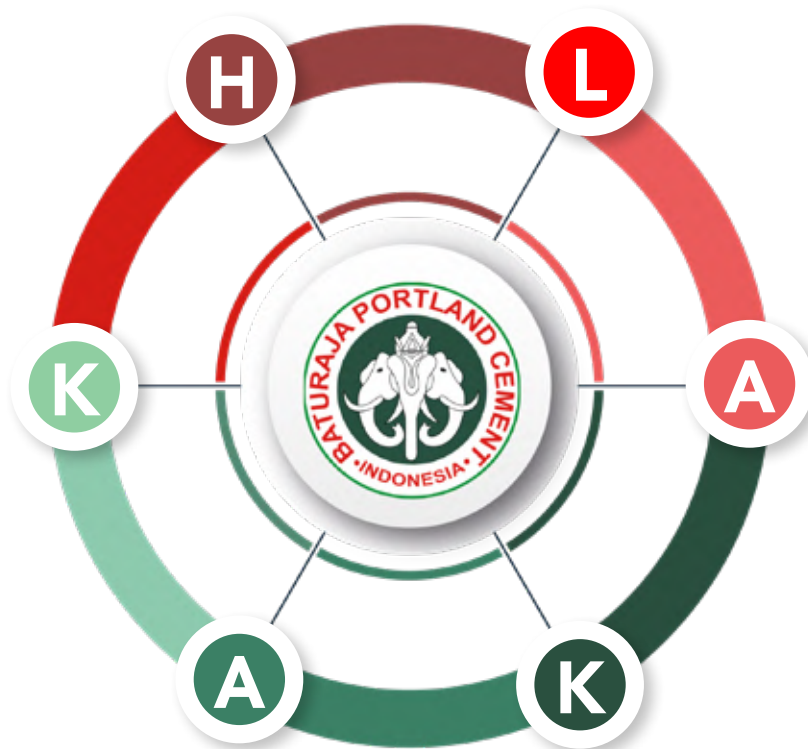
Adapun penerapan nilai budaya AKHLAK di lingkup Perusahaan sebagai *core values* Insan SMBR, adalah sebagaimana terlampir berikut ini.

Attached below are the core values of SMBR personnel, which reflect the application of AKHLAK Corporate Value within the Company.





## Nilai Budaya SMBR SMBR Corporate Value



### 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



## 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

Perusahaan senantiasa melakukan internalisasi nilai budaya AKHLAK pada segenap Insan SMBR, sebagai panduan dalam bekerja secara benar. Kebijakan ini juga sebagai bentuk komitmen Perusahaan dalam mewujudkan transformasi sumber daya manusia BUMN yang berdaya saing dan siap menjadi pemain global, serta membangun BUMN sebagai wadah untuk menciptakan talenta terbaik. Internalisasi nilai budaya AKHLAK di lingkup Perusahaan dilakukan melalui berbagai media milik Perusahaan, seperti portal intranet Perusahaan, *situs web* Perusahaan, media sosial Perusahaan, pemasangan *banner* di tempat-tempat strategis di lingkungan Perusahaan, membuat *culture campaign* dengan pemutaran *corporate culture video* pada screen yang tersedia di Lobby Kantor SMBR.

The Company upholds the Corporate Value of AKHLAK as a guiding principle for all SMBR personnel to work effectively. This policy demonstrates the Company's commitment to transforming BUMN human resources into competitive and globally competent individuals, while also fostering a culture of excellence within the organization. To internalize these cultural values, the Company utilizes various media, including the intranet portal, the Company's website, social media, banners placed in strategic locations, and culture campaigns featuring corporate culture videos displayed on screens in the SMBR Office lobby.







# MAKNA LOGO PERUSAHAAN

## CORPORATE LOGO MEANING



### Makna Logo Perusahaan

#### Corporate Logo Meaning

|                               |   |                                                                                                                                                                                                                            |
|-------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gajah<br>Elephant             | : | Sebagai hewan terkuat dan terbesar yang ada di Sumatra, khususnya Sumatra Bagian Selatan<br>As the strongest and largest animal in Sumatra, especially Southern Sumatra                                                    |
| Tiga Gajah<br>Three Elephants | : | Melambangkan adanya tiga lokasi pabrik SMBR, yaitu di Baturaja, Palembang, dan Panjang Bandar Lampung<br>Symbolizes the existence of three SMBR Plant locations, namely in Baturaja, Palembang and Panjang, Bandar Lampung |
| Warna Hijau<br>Green color    | : | Melambangkan pemerataan industri daerah untuk mencapai kemakmuran<br>Symbolizes the distribution of regional industries to achieve prosperity                                                                              |
| Warna Putih<br>White color    | : | Melambangkan kesucian hati semua karyawan SMBR untuk mengabdikan diri pada Perusahaan<br>Symbolizes the purity of heart of all SMBR employees to devote themselves to the Company                                          |



# KEANGGOTAAN DALAM ASOSIASI INDUSTRI

## MEMBERSHIP IN INDUSTRIAL ASSOCIATIONS

Sampai dengan akhir tahun 2022, SMBR telah terdaftar dalam keanggotaan asosiasi, yakni sebagaimana terlampir berikut ini.

Until the end of 2022, SMBR has been registered as a member of the association, which is as attached below.

| No<br>No                    | Nama Asosiasi<br>Association name                                                                                                         | Posisi<br>Position                   |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <b>Nasional</b><br>National |                                                                                                                                           |                                      |
| 1                           | Asosiasi Semen Indonesia<br>Indonesian Cement Association                                                                                 | Anggota<br>Member                    |
| 2                           | Asosiasi Emiten Indonesia<br>Indonesian Listed Companies Association                                                                      | Anggota<br>Member                    |
| 3                           | Indonesia Corporate Secretary Association<br>Indonesia Corporate Secretary Association                                                    | Anggota<br>Member                    |
| 4                           | Forum Human Capital Indonesia (FHCI)<br>Indonesian Human Capital Forum (FHCI)                                                             | Anggota<br>Member                    |
| 5                           | Forum Humas BUMN (FH BUMN)<br>SOE Public Relations Forum (FH BUMN)                                                                        | Anggota<br>Member                    |
| 6                           | Forum Hukum BUMN<br>SOE Law Forum                                                                                                         | Anggota<br>Member                    |
| 7                           | Federasi Serikat Pekerja Industri Semen Seluruh Indonesia (FSP ISSI)<br>Federation of Indonesian Cement Industry Workers Union (FSP ISSI) | Deputi Ketua Umum<br>Deputy Chairman |



# STRUKTUR ORGANISASI

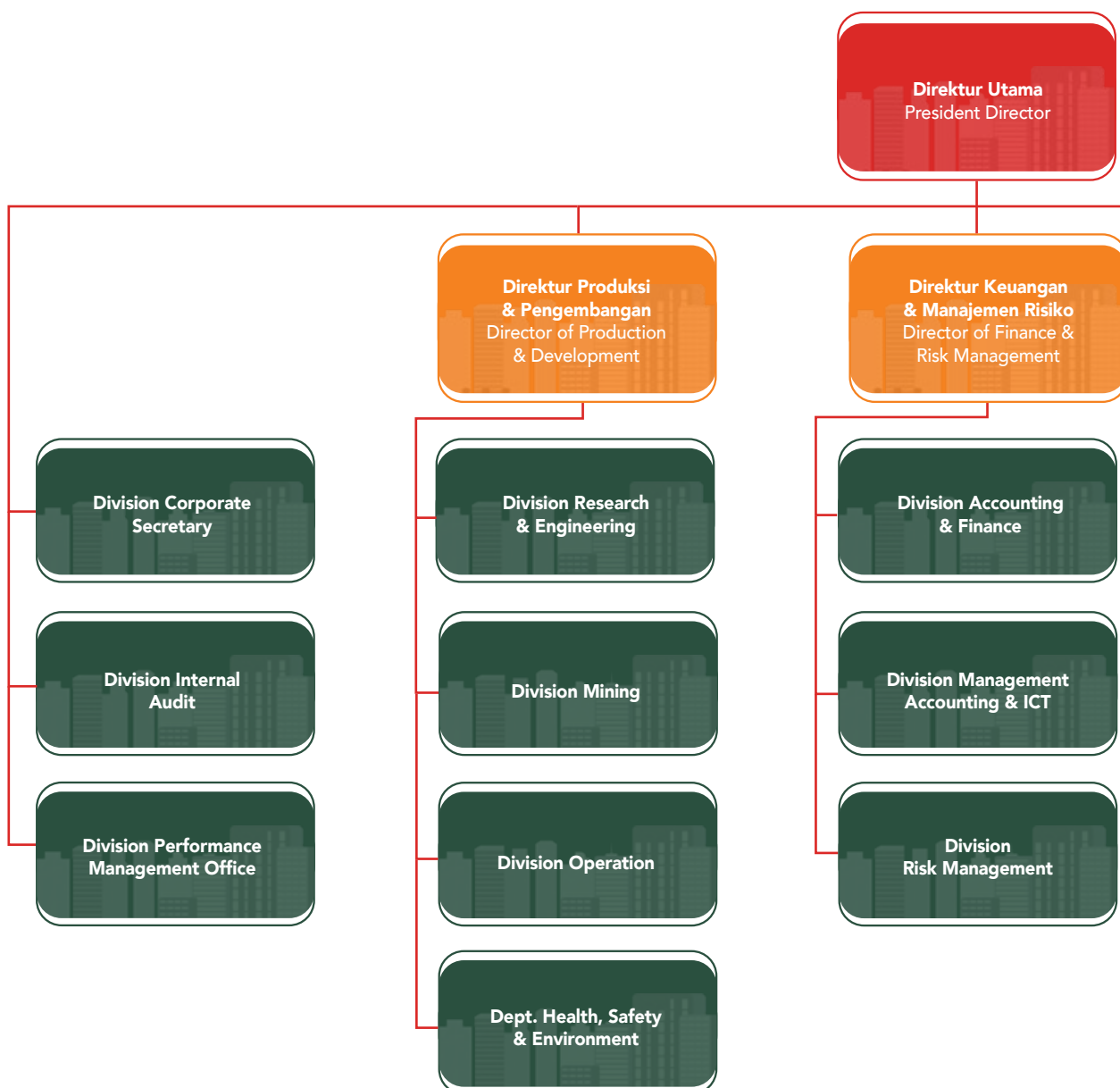
## ORGANIZATIONAL STRUCTURE

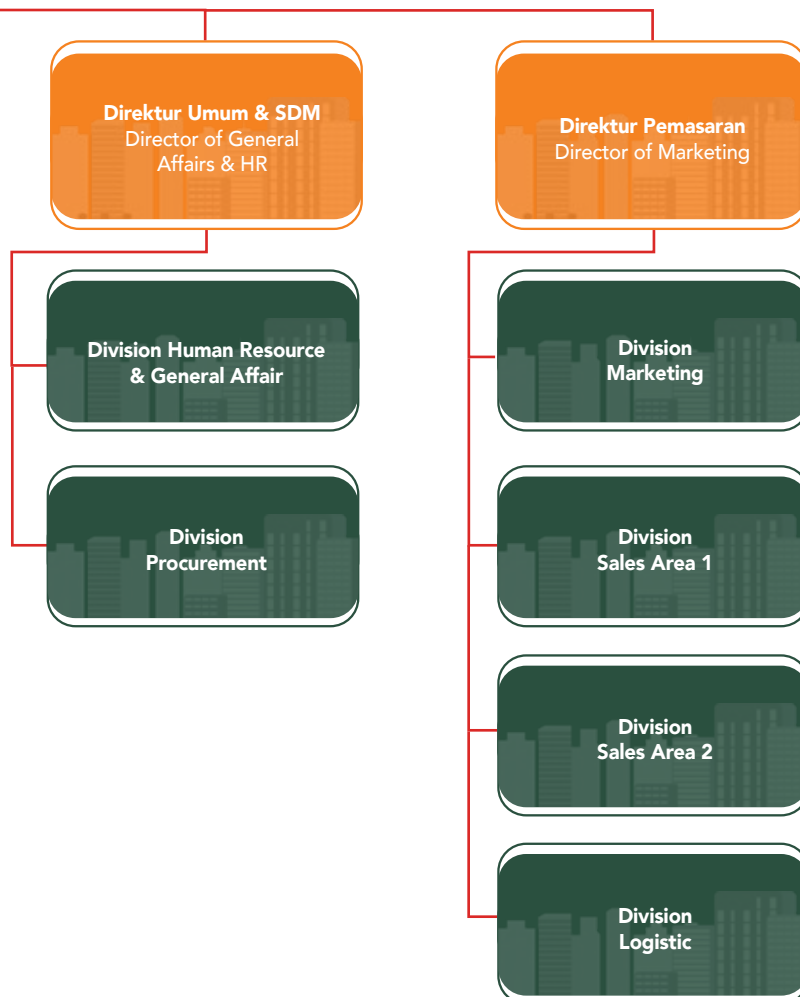
Struktur Organisasi Perusahaan per 31 Desember 2022, telah ditetapkan melalui Surat Keputusan Direksi No. PH.01.04/055/2022 tanggal 01 Juli 2022 sebagaimana terlampir di bawah ini.

The Company's Organizational Structure, as of December 31, 2022, has been established and is reflected in Director's Decree No. PH.01.04/055/2022 dated July 01, 2022. Please find the attached document for further information.

### Struktur Organisasi PT Semen Baturaja Tbk per 31 Desember 2022

#### Organizational Structure of PT Semen Baturaja Tbk as of December 31, 2022



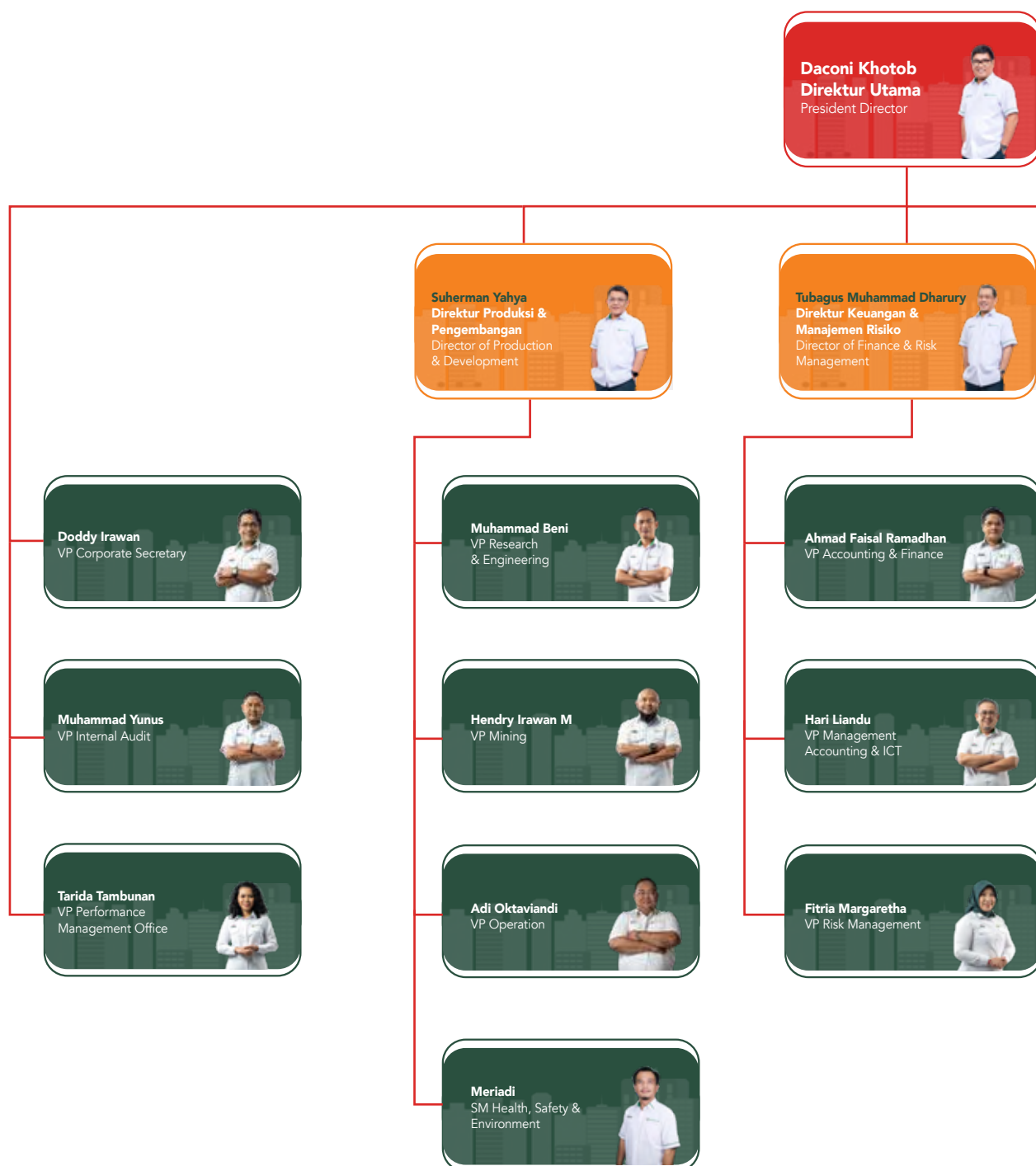


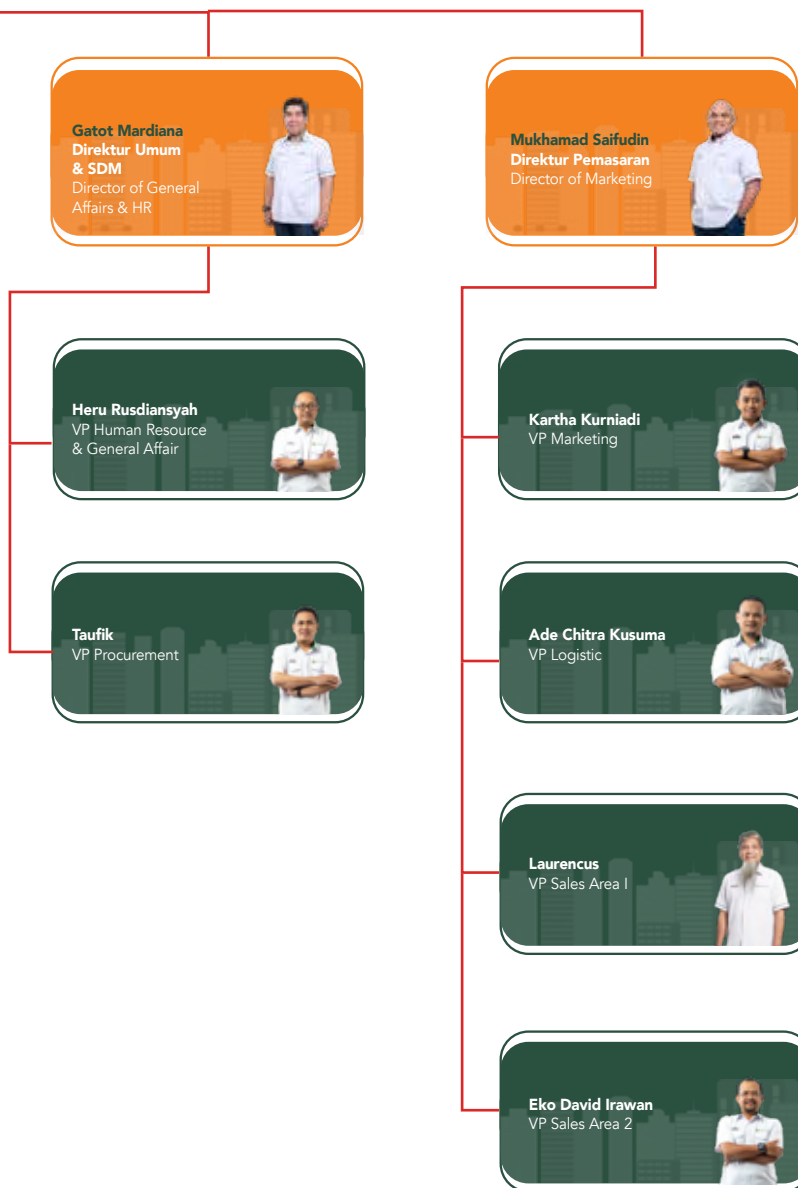


## Informasi Struktur Organisasi di Bawah Direksi

## Information on Organizational Structure Under the Board of Directors

**Struktur Organisasi di Bawah Direksi per 31 Desember 2022**  
Organizational Structure Under the Board of Directors as of December 31, 2022



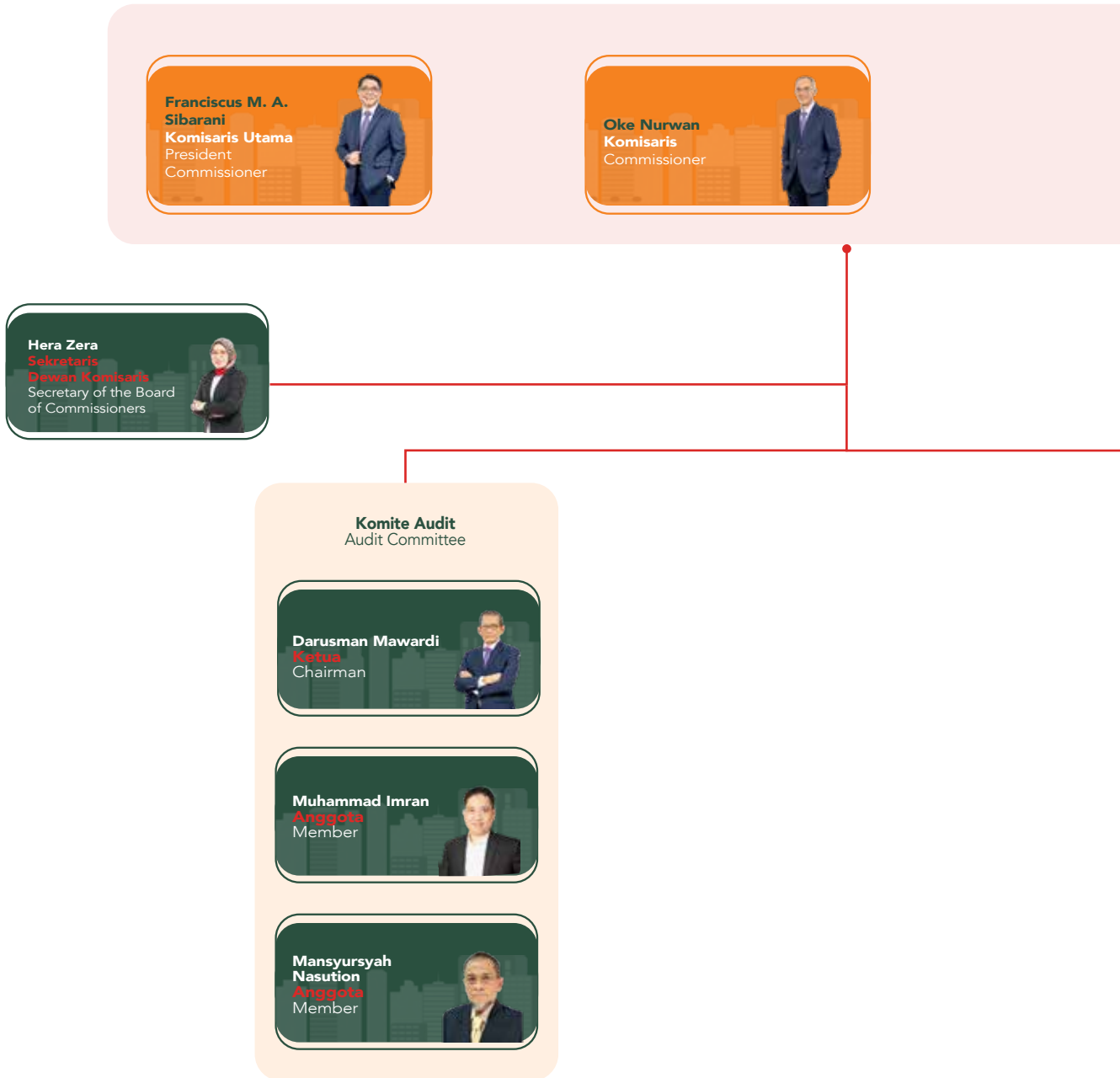




## Informasi Struktur Organisasi di Bawah Dewan Komisaris

## Information on Organizational Structure Under the Board of Commissioners

### Struktur Organisasi di Bawah Dewan Komisaris per 31 Desember 2022 Organizational Structure Under the Board of Commissioners as of December 31, 2022





**Darusman Mawardi**  
**Komisaris**  
**Independen**  
Independent  
Commissioner



**Chowadja Sanova**  
**Komisaris**  
**Independen**  
Independent  
Commissioner



**Komite Nominasi dan Remunerasi**  
Nomination and Remuneration  
Committee

**Chowadja Sanova**  
**Ketua**  
Chairman



**Oke Nurwan**  
**Sekretaris**  
Secretary



**Franciscus M.A.  
Sibarani**  
**Anggota**  
Member



**Darusman Mawardi**  
**Anggota**  
Member



**Komite Manajemen Risiko**  
Risk Management Committee

**Oke Nurwan**  
**Ketua**  
Chairman



**Chowadja Sanova**  
**Anggota**  
Member



**Fahmi Anhar  
Nurdiyanto**  
**Anggota**  
Member



**Fransisca Niken  
Handini**  
**Anggota**  
Member





# PROFIL DEWAN KOMISARIS

## PROFILE OF THE BOARD OF COMMISSIONERS

Sepanjang tahun 2022, terdapat perubahan susunan dan komposisi Dewan Komisaris berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada 25 Maret 2022. Sementara, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan susunan dan komposisi Dewan Komisaris berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa yang diselenggarakan pada 24 Januari 2023.

Kronologi perubahan susunan dan komposisi Dewan Komisaris sepanjang tahun 2022, dan sampai dengan Laporan Tahunan ini ditandatangani, terlampir pada Bab Laporan Manajemen dan Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Adapun profil Dewan Komisaris yang menjabat per 31 Desember 2022 dan sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagaimana terlampir berikut ini.

In 2022, the composition of the Board of Commissioners changed based on the Resolutions of the Annual General Meeting of Shareholders (GMS) held on March 25, 2022. As of the signing of this Annual Report, there have been further changes to the structure and composition of the Board of Commissioners based on Resolutions of the Extraordinary General Meeting of Shareholders (EGMS) scheduled to take place on January 24, 2023.

The Management Reports Chapter and the Corporate Governance Chapter in this Annual Report include a chronology of the changes to the structure and composition of the Board of Commissioners that occurred throughout 2022 and up to the signing of this Annual Report.

Attached below are the profiles of the Board of Commissioners serving as of December 31, 2022 and at the time of the signing of this Annual Report.



**Franciscus M.A. Sibarani**  
**Komisaris Utama**  
**President Commissioner**

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 57 tahun**  
Age 57 years old

**Kelahiran Bandung, 28 Agustus 1965**  
Born in Bandung, August 28, 1965

**Masa Jabatan**

05 Agustus 2020 – RUPS 2025, Periode Ke-1 (Satu)

**Domisili**

Tangerang Selatan, Banten

**Riwayat Penunjukan**

Pertama kali diangkat sebagai Komisaris Utama PT Semen Baturaja Tbk berdasarkan Keputusan RUPS Tahunan tanggal 05 Agustus 2020, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 29 tanggal 13 Agustus 2020.

**Riwayat Pendidikan**

Sarjana Teknologi Pertanian, Institut Pertanian Bogor (1988)

**Sertifikasi yang Dimiliki**

-

**Riwayat Pekerjaan**

- Tim Serap Aspirasi Pelaksanaan Undang-Undang Nomor 11 tahun 2020 tentang Cipta Kerja (SK Menteri Koordinator Bidang Perekonomian No.332 tahun 2020) (2020-2021)
- 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)

**Informasi Rangkap Jabatan**

- Tim Ahli Menteri Koordinator Bidang Perekonomian Republik Indonesia (2019 - sekarang)
- Anggota Komite Nominasi dan Remunerasi PT Semen Baturaja Tbk (2020 - sekarang)

**Hubungan Afiliasi**

Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Komisaris lainnya, Direksi, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

**Kepemilikan Saham Perusahaan**

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

**Term of Office**

August 05, 2020 – 2025 GMS, 1st (One) Period

**Domicile**

South Tangerang, Banten

**Background of Appointment**

First appointed as President Commissioner of PT Semen Baturaja Tbk based on the Annual General Meeting of Shareholders Decision on August 05, 2020, stated in Deed of Notary Fathiah Helmi, No. 29 of August 13, 2020

**Educational background**

Bachelor of Agricultural Technology, Bogor Agricultural Institute (1988)

**Owned Certification**

-

**Work Experience**

- Team to Absorb Aspirations for Implementation of Law Number 11 of 2020 concerning Job Creation (Decree of the Coordinating Minister for the Economy No.332 of 2020) (2020-2021)
- President Commissioner of PT Taspen (Persero) (2017 - 2020)
- Head of Investment Coordinating Board (2014 - 2016)
- Chief Corporate Affairs at PT Garudafood Putra Putri Jaya Tbk (2004 - 2014)
- General Manager at PT Bumi Mekar Tani (Garudafood Group) (2002 - 2004)
- Director of PT Bedugul (Inter Sarana Globalindo Group) (1999 - 2002)
- Senior Manager at PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989 - 1999)

**Concurrent Position Information**

- Expert Team of the Coordinating Minister for Economic Affairs of the Republic of Indonesia (2019 - present)
- Member of the Nomination and Remuneration Committee of PT Semen Baturaja Tbk (2020 - present)

**Affiliation**

He has no affiliation with other members of the Board of Commissioners, the Board of Directors, or the Major Shareholders and Controlling Shareholders, either directly or indirectly.

**Company Shareholding**

He does not have shareholding in PT Semen Baturaja Tbk.





## Oke Nurwan\*

### Komisaris

### Commissioner

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 60 tahun**  
Age 60 years old

**Kelahiran Bandung, 21 Juni 1962**  
Born in Bandung, June 21, 1962

#### Masa Jabatan

25 Maret 2022 – 24 Januari 2023, Periode Ke-2 (Dua)

#### Domisili

Bandung, Jawa Barat

#### Riwayat Penunjukan

- Pertama kali diangkat sebagai Komisaris PT Semen Baturaja Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 8 tanggal 5 Juni 2017.
- Diangkat kembali sebagai Komisaris PT Semen Baturaja Tbk berdasarkan Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 21 tanggal 18 April 2022.

#### Riwayat Pendidikan

Sarjana Metrology Quality dari Universitas Estimo Doual, Prancis (1993)

#### Sertifikasi yang Dimiliki

-

#### Riwayat Pekerjaan

- Direktur Jenderal Perdagangan Dalam Negeri Kementerian Perdagangan (2021 – 2022)
- Kepala Badan Pengkajian dan Pengembangan Perdagangan Kementerian Perdagangan (2020 – 2021)
- Sekretaris Jenderal Kementerian Perdagangan (2019 - 2020)
- Direktur Jenderal Perdagangan Luar Negeri Kementerian Perdagangan (2017 - 2019)
- Direktur Jenderal Perdagangan Dalam Negeri Kementerian Perdagangan (2016 - 2017)
- Sekretaris Direktorat Jenderal Perdagangan Luar Negeri Kementerian Perdagangan (2016)
- Direktur Pengamanan Perdagangan Kementerian Perdagangan (2014 - 2016)
- Direktur Ekspor Produk Pertanian dan Kehutanan Kementerian Perdagangan (2014)
- Direktur Pengamanan Perdagangan Kementerian Perdagangan (2013 - 2014)
- Atase Perdagangan Paris Kementerian Perdagangan (2011 - 2013)
- Atase Perdagangan Brussels Kementerian Perdagangan (2008 - 2011)

#### Informasi Rangkap Jabatan

- Tenaga Ahli Bidang Perdagangan Dalam Negeri Kementerian Perdagangan (2022 - sekarang)
- Ketua Komite Manajemen Risiko PT Semen Baturaja Tbk (2022 - sekarang)
- Sekretaris Komite Nominasi dan Remunerasi PT Semen Baturaja Tbk (2020 - sekarang)

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Komisaris lainnya, Direksi, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

\* Tidak lagi menjabat sebagai Komisaris Perusahaan per 24 Januari 2023, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa

#### Term of Office

March 25, 2022 – January 24, 2023, 2nd Period (Two)

#### Domicile

Bandung, West Java

#### Background of Appointment

- First appointed as Commissioner of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on 27 April 2017, stated in Deed of Notary Fathiah Helmi, No. 8 dated 5 June 2017.
- Reappointed as Commissioner of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on March 25, 2022, stated in Deed of Notary Fathiah Helmi, No. 21 April 18, 2022.

#### Educational Background

Bachelor of Metrology Quality from Estimo Doual University, France (1993)

#### Owned Certification

-

#### Work Experience

- Director General of Domestic Trade, Ministry of Trade (2021 – 2022)
- Head of Trade Assessment and Development Agency of the Ministry of Trade (2020 – 2021)
- Secretary General of the Ministry of Trade (2019 - 2020)
- Director General of Foreign Trade, Ministry of Trade (2017 - 2019)
- Director General of Domestic Trade, Ministry of Trade (2016 - 2017)
- Secretary of the Directorate General of Foreign Trade, Ministry of Trade (2016)
- Director of Trade Security, Ministry of Trade (2014 - 2016)
- Director of Export of Agricultural and Forestry Products, Ministry of Trade (2014)
- Director of Trade Security, Ministry of Trade (2013 - 2014)
- Trade Attache Paris Ministry of Trade (2011 - 2013)
- Trade Attaché Brussels Ministry of Trade (2008 - 2011)

#### Concurrent Position Information

- Expert for Domestic Trade, Ministry of Trade (2022 - present)
- Chairman of the Risk Management Committee of PT Semen Baturaja Tbk (2022 - present)
- Secretary of the Nomination and Remuneration Committee of PT Semen Baturaja Tbk (2020 - present)

#### Affiliation

He has no affiliation with other members of the Board of Commissioners, the Board of Directors, or the Major Shareholders and Controlling Shareholders, either directly or indirectly.

#### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.

\*No longer serves as Company Commissioner as of January 24, 2023, based on the Extraordinary General Meeting of Shareholders (GMS) Decision



## Darusman Mawardi\*

### Komisaris Independen

### Independent Commissioner

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 74 tahun**  
Age 74 years old

**Bukit Tinggi, 10 Oktober 1948**  
Born in Bukit Tinggi, October 10, 1948

#### Masa Jabatan

28 Februari 2018 – 24 Januari 2023, Periode Ke-2 (Dua)

#### Domisili

Jakarta Selatan, DKI Jakarta

#### Riwayat Penunjukan

- Pertama kali diangkat sebagai Komisaris Independen PT Semen Baturaja Tbk berdasarkan Surat Keputusan Menteri BUMN No. SK-33/MBU/2013, tanggal 28 Januari 2013.
- Diangkat kembali sebagai Komisaris Independen PT Semen Baturaja Tbk berdasarkan Keputusan RUPS Tahunan tanggal 28 Februari 2018, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 53 tanggal 28 Februari 2018.

#### Riwayat Pendidikan

Sarjana Teknik Mesin, Institut Teknologi Bandung (1974)

#### Sertifikasi yang Dimiliki

-

#### Riwayat Pekerjaan

- Direktur Penelitian dan Pengembangan PT Semen Tonasa (Semen Indonesia Group) (2002 - 2005)
- Direktur Komersial PT Semen Tonasa (Semen Indonesia Group) (2002)
- Komisaris PT Semen Baturaja Tbk (2002)
- Direktur Teknik PT Semen Baturaja Tbk (1986 - 2002)
- Kepala Departemen Litbang PT Semen Padang (Semen Indonesia Group) (1984 - 1986)
- Kepala Proyek Indarung IIIB PT Semen Padang (Semen Indonesia Group) (1983 - 1986)

#### Informasi Rangkap Jabatan

- Anggota Komite Nominasi dan Remunerasi PT Semen Baturaja Tbk (2020 – sekarang)
- Ketua Komite Audit PT Semen Baturaja Tbk (2017 – sekarang)
- Wakil Ketua Yayasan Pengembangan Persemenan Indonesia (2016 - sekarang)

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Komisaris lainnya, Direksi, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

#### Pernyataan Independensi

Beliau telah menyampaikan pernyataan independensi kepada RUPS dan telah membuat surat pernyataan independensi yang ditandatangani pada tanggal 28 Januari 2013

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

\* Tidak lagi menjabat sebagai Komisaris Perusahaan per 24 Januari 2023, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa

#### Term of Office

February 28, 2018 – January 24, 2023, 2nd Period (Two)

#### Domicile

South Jakarta, DKI Jakarta

#### Background of Appointment

- Appointed as Independent Commissioner for PT Semen Baturaja Tbk for the first time based on the Decree of the Minister of SOE No. SK-33/MBU/2013, dated January 28, 2013.
- Reappointed as Independent Commissioner of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on February 28, 2018, which is stated in Deed of Notary Fathiah Helmi, No. 53 dated February 28, 2018.

#### Educational Background

Bachelor of Mechanical Engineering, Bandung Institute of Technology (1974)

#### Owned Certification

-

#### Work Experience

- Director of Research and Development of PT Semen Tonasa (Semen Indonesia Group) (2002 - 2005)
- Commercial Director of PT Semen Tonasa (Semen Indonesia Group) (2002)
- Commissioner of PT Semen Baturaja Tbk (2002)
- Technical Director of PT Semen Baturaja Tbk (1986 - 2002)
- Head of Research and Development Department of PT Semen Padang (Semen Indonesia Group) (1984 - 1986)
- Head of Indarung IIIB Project PT Semen Padang (Semen Indonesia Group) (1983 - 1986)

#### Concurrent Position Information

- Member of the Nomination and Remuneration Committee of PT Semen Baturaja Tbk (2020 – present)
- Chairman of the Audit Committee of PT Semen Baturaja Tbk (2017 – present)
- Deputy Chairman of the Indonesian Cement Development Foundation (2016 - present)

#### Affiliation

He has no affiliation with other members of the Board of Commissioners, the Board of Directors, or the Major Shareholders and Controlling Shareholders, either directly or indirectly.

#### Independence Statement

He has submitted a statement of independence to the GMS and has made a statement of independence which was signed on January 28, 2013.

#### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.

\*No longer serves as Company Commissioner as of January 24, 2023, based on the Extraordinary General Meeting of Shareholders (GMS) Decision





## Chowadja Sanova Komisaris Independen Independent Commissioner

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 38 tahun**  
Usia 38 years old

**Lhokseumawe, 16 Juli 1984**  
Lhokseumawe, July 16, 1984

### Masa Jabatan

27 Mei 2021 – RUPS 2026, Periode Ke-1 (Satu)

### Domisili

Tangerang Selatan, Banten

### Riwayat Penunjukan

Pertama kali diangkat sebagai Komisaris Independen PT Semen Baturaja Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 24 tanggal 27 Mei 2021.

### Riwayat Pendidikan

- Magister Manajemen, Robert Gordon University, Aberdeen Scotland, UK (2012)
- Sarjana *Banking and Finance*, Universitas Victoria Melbourne, Australia (2006)

### Sertifikasi yang Dimiliki

-

### Riwayat Pekerjaan

- *Director of Operations* PT Sanjaya Cipta Sejahtera (2019 - 2021)
- *Director of Operations* PT Sanjaya Energi Asri (2015 - 2018)
- *Budget and Cost Control* of PT Indo Gas Methan (2013 - 2015)
- *Budget and Cost Control* SOEL/SMEC MEO Australia Internasional Ltd (2012 - 2013)
- BTPO/CPO *Planning Analyst*, Mobil Cepu Ltd, Exxon Mobil Indonesia (2009 - 2011)
- *Financial Analyst* USB GREF (Global Real Estate Facilities), Exxon Mobil Indonesia (2008-2009)

### Informasi Rangkap Jabatan

- Ketua Komite Nominasi dan Remunerasi PT Semen Baturaja Tbk (2022 – sekarang)
- Anggota Komite Manajemen Risiko PT Semen Baturaja Tbk (2022- sekarang)

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Komisaris lainnya, Direksi, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

### Pernyataan Independensi

Beliau telah menyampaikan pernyataan independensi kepada RUPS dan telah membuat surat pernyataan independensi yang ditandatangani pada tanggal 25 Mei 2021.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

### Term of Office

May 27, 2021 – 2026 GMS, 1st (One) Period

### Domicile

South Tangerang, Banten

### Background of Appointment

First appointed as Independent Commissioner of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on May 27, 2021, which is stated in Deed of Notary Fathiah Helmi, No. 24 dated May 27, 2021.

### Educational Background

- Master of Management, Robert Gordon University, Aberdeen Scotland, UK (2012)
- Bachelor of Banking and Finance, University of Victoria Melbourne, Australia (2006)

### Owned Certification

-

### Work Experience

- *Director of Operations* PT Sanjaya Cipta Sejahtera (2019 - 2021)
- *Director of Operations* PT Sanjaya Energi Asri (2015 - 2018)
- *Budget and Cost Control* of PT Indo Gas Methan (2013 - 2015)
- *Budget and Cost Control* SOEL/SMEC MEO Australia Internasional Ltd (2012 - 2013)
- BTPO/CPO *Planning Analyst*, Mobil Cepu Ltd, Exxon Mobil Indonesia (2009 - 2011)
- *Financial Analyst* USB GREF (Global Real Estate Facilities), Exxon Mobil Indonesia (2008-2009)

### Concurrent Position Information

- Chairman of the Nomination and Remuneration Committee of PT Semen Baturaja Tbk (2022 – present)
- Member of the Risk Management Committee of PT Semen Baturaja Tbk (2022- present)

### Affiliation

He has no affiliation with other members of the Board of Commissioners, the Board of Directors, or the Major Shareholders and Controlling Shareholders, either directly or indirectly.

### Independence Statement

He has submitted a statement of independence to the GMS and has made a statement of independence which was signed on May 25, 2021.

### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.





## Hadi Daryanto\*

### Komisaris Commissioner

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 65 tahun**  
Age 65 years old

**Kelahiran Bandung, 20 Oktober 1957**  
Born in Bandung, October 20, 1957

#### Masa Jabatan

24 Januari 2023 – RUPS 2028, Periode Ke-1 (Satu)

#### Domisili

Jakarta Pusat, DKI Jakarta

#### Riwayat Penunjukan

Pertama kali diangkat sebagai Komisaris PT Semen Baturaja Tbk berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 45 tanggal 01 Februari 2023.

#### Riwayat Pendidikan

- S3 - *Doctor Ingenieur* (Dr. Ing), *Advanced Wood Science & Tech*, Grand Ecole, Ecole National Supérieur d'Electronique & Mecanique (E.N.S.E.M) – Institute National Polytechnique de Lorraine (I.N.P.L), Nancy - France (1988)
- S2 - *Diplome Etudiante D'approfondies* (D.E.A), *Wood Science* at France Grand Ecole: E.N.S.E.M (Ecole National Supérieur D'electricite Et Mecanique), I.N.P.L (Institute National Polytechnique de Lorraine) & University of Nancy - France (1985)
- S1 - *Forest Management* dari Institut Pertanian Bogor (1981)

#### Sertifikasi yang Dimiliki

-

#### Riwayat Pekerjaan

- Staf Ahli Menteri Lingkungan Hidup dan Kehutanan (2017-2018)
- Direktur Jenderal Perhutanan Sosial dan Kemitraan, Kementerian Lingkungan Hidup dan Kehutanan (2015-2017)
- Berbagai jabatan lainnya di Minister of Forestry (1981-2015)

#### Informasi Rangkap Jabatan

Staf Khusus Menteri Perdagangan Bidang Promosi Perdagangan Dalam Negeri (2018 - sekarang)

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Dewan Komisaris lainnya, Direksi, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

\*Efektif menjabat sebagai Komisaris Perusahaan per 24 Januari 2023, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa

#### Term of Office

January 24, 2023 – 2028 GMS, 1st (One) Period

#### Domicile

Central Jakarta, DKI Jakarta

#### Background of Appointment

First appointed as Commissioner of PT Semen Baturaja Tbk based on the Extraordinary GMS Decision on January 24, 2023, stated in the Deed of Notary Fathiah Helmi, No. 45 of February 01, 2023.

#### Educational Background

- S3 - *Doctor Ingenieur* (Dr. Ing), *Advanced Wood Science & Tech*, Grand Ecole, Ecole National Supérieur d'Electronique & Mecanique (E.N.S.E.M) – Institute National Polytechnique de Lorraine (I.N.P.L), Nancy - France (1988)
- S2 - *Diplome Etudiante D'approfondies* (D.E.A), *Wood Science* at France Grand Ecole: E.N.S.E.M (Ecole National Supérieur D'electricite Et Mecanique), I.N.P.L (Institute National Polytechnique de Lorraine) & University of Nancy - France (1985)
- S1 - *Forest Management* from Bogor Agricultural Institute (1981)

#### Owned Certification

-

#### Work Experience

- Senior Advisor to Minister of Environment and Forestry (2017-2018)
- Director General of Social Forestry and Partnership, Ministry of Environment and Forestry (2015-2017)
- Various other positions in the Minister of Forestry (1981-2015)

#### Concurrent Position Information

Special Staff of the Minister of Trade for Domestic Trade Promotion (2018 - present)

#### Affiliation

He has no affiliation with other members of the Board of Commissioners, the Board of Directors, or the Major Shareholders and Controlling Shareholders, either directly or indirectly.

#### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.

\*Effectively serves as Commissioner of the Company as of January 24, 2023, based on the Decision of the Extraordinary General Meeting of Shareholders (GMS)



# PROFIL DIREKSI

## BOARD OF DIRECTORS PROFILE

Sepanjang tahun 2022, terdapat perubahan susunan dan komposisi Direksi berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada 25 Maret 2022. Sementara, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan susunan dan komposisi Direksi, serta nomenklatur jabatan, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa yang diselenggarakan pada 24 Januari 2023.

Kronologi perubahan susunan dan komposisi Direksi sepanjang tahun 2022, dan sampai dengan Laporan Tahunan ini ditandatangani, berikut perubahan nomenklatur Direksi, terlampir pada Bab Laporan Manajemen dan Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Adapun profil Direksi yang menjabat per 31 Desember 2022 dan sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagaimana terlampir berikut ini.

Throughout 2022, there were changes to the composition of the Board of Directors based on the Resolutions of the Annual General Meeting of Shareholders (GMS) held on March 25, 2022. Additionally, there have been changes to the composition of the Directors, as well as the nomenclature of positions, based on the Resolutions of the Extraordinary General Meeting of Shareholders (GMS) held on January 24, 2023, up until the signing of this Annual Report.

The chronology of changes in the structure and composition of the Board of Directors throughout 2022, and up until the signing of this Annual Report, along with changes to the nomenclature of the Board of Directors, is attached to the Management Reports Chapter and Corporate Governance Chapter in this Annual Report.

The profiles of the Directors serving as of December 31, 2022, and until the signing of this Annual Report, are attached below.



## Daconi Khotob Direktur Utama President Director

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 51 tahun**  
Age 51 years old

**Kelahiran Tanjung Karang, 14 Juni 1971**  
Born in Tanjung Karang, June 14, 1971

### Masa Jabatan

25 Maret 2022 - RUPS 2027, Periode Ke-2 (Dua)

### Domisili

Bandar Lampung, Lampung

### Riwayat Penunjukan

- Pertama kali diangkat menjadi Direksi PT Semen Baturaja Tbk sebagai Direktur Produksi dan Pengembangan berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 8 tanggal 05 Juni 2017.
- Diangkat kembali menjadi Direksi PT Semen Baturaja Tbk sebagai Direktur Utama berdasarkan Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 21 tanggal 18 April 2022.

### Riwayat Pendidikan

- Magister Manajemen, Universitas Andalas (2009)
- Sarjana Teknik Kimia, Universitas Gadjah Mada (1995)

### Sertifikasi yang Dimiliki

-

### Riwayat Pekerjaan

- Direktur Produksi & Pengembangan PT Semen Baturaja Tbk (2017 - 2022)
- Komisaris PT Baturaja Multi Usaha (Entitas Anak Semen Baturaja) (2019)
- Direktur Utama Klub Sepak Bola PT Kabau Sirah SP (2014 - 2017)
- GM Produksi V PT Semen Padang (Semen Indonesia Group) (2016 - 2017)
- GM Produksi IV PT Semen Padang (Semen Indonesia Group) (2015 - 2016)
- GM Produksi II/III PT Semen Padang (Semen Indonesia Group) (2013 - 2014)
- Ka. Biro Humas PT Semen Padang (Semen Indonesia Group) (2009 - 2012)
- Ka. Biro Produksi II/III PT Semen Padang (Semen Indonesia Group) (2006 - 2009)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun di dalam Perusahaan, ataupun pada Entitas Anak Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Direksi lainnya, Dewan Komisaris, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau memiliki kepemilikan saham di PT Semen Baturaja Tbk sebanyak 12.500 lembar saham atau sebesar 0,00013%, yang merupakan kepemilikan langsung.

### Term of Office

March 25, 2022 - GMS 2027, 2nd (Second) Period

### Domicile

Bandar Lampung, Lampung

### Background of Appointment

- First appointed as Director of Production and Development as Director of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on 27 April 2017, as stated in Deed of Notary Fathiah Helmi, No. 8 dated June 05, 2017.
- Reappointed as the Board of Directors of PT Semen Baturaja Tbk as President Director based on the Resolution of the Annual General Meeting of Shareholders on March 25, 2022, stated in Deed of Notary Fathiah Helmi, No. 21 April 18, 2022.

### Educational Background

- Master of Management, Andalas University (2009)
- Bachelor of Chemical Engineering, Gadjah Mada University (1995)

### Owned Certification

-

### Work Experience

- Director of Production & Development of PT Semen Baturaja Tbk (2017 - 2022)
- Commissioner of PT Baturaja Multi Usaha (Subsidiary Entity of Semen Baturaja) (2019)
- President Director of PT Kabau Sirah SP Football Club (2014 - 2017)
- GM Production V PT Semen Padang (Semen Indonesia Group) (2016 - 2017)
- GM Production IV PT Semen Padang (Semen Indonesia Group) (2015 - 2016)
- GM Production II/III PT Semen Padang (Semen Indonesia Group) (2013 - 2014)
- Head of Public Relations Bureau of PT Semen Padang (Semen Indonesia Group) (2009 - 2012)
- Head of Production Bureau II/III PT Semen Padang (Semen Indonesia Group) (2006 - 2009)

### Concurrent Position Information

He does not have concurrent positions either inside or outside the Company, or in Subsidiaries.

### Affiliation

He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly.

### Company Shareholding

He has a shareholding in PT Semen Baturaja Tbk of 12,500 shares or 0.00013%, which is direct ownership.





## Mukhamad Saifudin\*

### Direktur Pemasaran

### Director of Marketing

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 52 tahun**  
Age 52 years old

**Kelahiran Gresik, 26 April 1970**  
Born in Gresik, April 26, 1970

#### Masa Jabatan

05 Agustus 2020 – 24 Januari 2023, Periode Ke-1 (Satu)

#### Domisili

Palembang, Sumatra Selatan

#### Riwayat Penunjukan

Pertama kali diangkat menjadi Direksi PT Semen Baturaja Tbk sebagai Direktur Pemasaran berdasarkan Keputusan RUPS Tahunan tanggal 05 Agustus 2020, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 29 tanggal 13 Agustus 2020.

#### Riwayat Pendidikan

- Magister Manajemen, Universitas Gadjah Mada (2002)
- Sarjana Teknik Mesin, Institut Teknologi Bandung (1993)

#### Sertifikasi yang Dimiliki

-

#### Riwayat Pekerjaan

- Direktur Utama PT Semen Gresik (Semen Indonesia Group) (2018 - 2020)
- Komisaris Utama PT Swabina Gatra (Semen Indonesia Group) (2016 - 2020)
- Direktur Komersial PT Semen Gresik (Semen Indonesia Group) (2015 - 2018)
- CEO Thang Long Cement Company (TLCC) Vietnam (Semen Gresik Group) (2014 - 2015)
- Production Director TLCC (Semen Gresik Group) (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)

#### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun di dalam Perusahaan, ataupun pada Entitas Anak Perusahaan.

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Direksi lainnya, Dewan Komisaris, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

\*Tidak lagi menjabat sebagai Direksi Perusahaan per 24 Januari 2023, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa

#### Term of Office

August 05, 2020 – 24 January, 2023, 1st (One) Period

#### Domicile

Palembang, South Sumatra

#### Background of Appointment

First appointed as Director of Marketing as Director of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on August 05, 2020, stated in Deed of Notary Fathiah Helmi, No. 29 of August 13, 2020.

#### Educational Background

- Master of Management, Gadjah Mada University (2002)
- Bachelor of Mechanical Engineering, Bandung Institute of Technology (1993)

#### Owned Certification

-

#### Work Experience

- President Director of PT Semen Gresik (Semen Indonesia Group) (2018 - 2020)
- President Commissioner of PT Swabina Gatra (Semen Indonesia Group) (2016 - 2020)
- Commercial Director of PT Semen Gresik (Semen Indonesia Group) (2015 - 2018)
- CEO of Thang Long Cement Company (TLCC) Vietnam (Semen Gresik Group) (2014 - 2015)
- Production Director TLCC (Semen Gresik Group) (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 Directorate of Finance "Project Manager for Development of Semen Gresik Group ICT Master Plan" (2008 - 2010)
- Head of Information System Division "Project Manager for Development of Semen Gresik Group ICT Master Plan" (2006 - 2008)
- Acting Head of Engineering Planning Section "Productive Maintenance (TPM) Master Plan" Semen Gresik Group (2003 - 2006)

#### Concurrent Position Information

He does not have concurrent positions either inside or outside the Company, or in Subsidiaries.

#### Affiliation

He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly.

#### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.

\*No longer serves as the Company's Board of Directors as of January 24, 2023, based on the Extraordinary General Meeting of Shareholders (GMS) Decision



## Suherman Yahya Direktur (Fungsi Operasi)\* Director (Operation Function)\*

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 48 tahun**  
Age 48 years old

**Kelahiran Jakarta, 01 Februari 1974**  
Born in Jakarta, February 01, 1974

### Masa Jabatan

25 Maret 2022 – RUPS 2027, Periode Ke-1 (Satu)

### Domisili

Palembang, Sumatra Selatan

### Riwayat Penunjukan

Pertama kali diangkat menjadi Direksi PT Semen Baturaja Tbk sebagai Direktur Produksi dan Pengembangan berdasarkan Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 21 tanggal 18 April 2022. Kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Produksi dan Pengembangan, menjadi Direktur (Fungsi Operasi).

### Riwayat Pendidikan

Sarjana Teknik Elektro, Universitas Indonesia (1999)

### Sertifikasi yang Dimiliki

-

### Riwayat Pekerjaan

- Vice President Research & Engineering PT Semen Baturaja Tbk (2021 - 2022)
- Vice President Strategic Planning & Project Management Office PT Semen Baturaja Tbk (2020 - 2021)
- Vice President PMO PT Semen Baturaja Tbk (2019 - 2020)
- Vice President ICT PT Semen Baturaja Tbk (2018 - 2019)
- Vice President Strategic Planning dan PMO PT Semen Baturaja Tbk (2018-2019)
- Vice President Quality, Health, Safety and Environment (QHSE) PT Semen Baturaja Tbk
- Ka. Departemen Litbang PT Semen Baturaja Tbk (2013 - 2018)
- Ka. Departemen Logistik PT Semen Baturaja Tbk (2011 - 2013)
- Ka. Biro PTP PT Semen Baturaja Tbk (2010 - 2011)
- Ka. Biro Pemeliharaan PT Semen Baturaja Tbk (2008 - 2010)
- Wakil Ka. Biro Pemeliharaan PT Semen Baturaja Tbk (2006 - 2008)

### Informasi Rangkap Jabatan

Komisaris PT Baturaja Daya Insani Perusahaan Terafiliasi (2022 - sekarang)

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Direksi lainnya, Dewan Komisaris, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau memiliki kepemilikan saham di PT Semen Baturaja Tbk sebanyak 16.098 lembar saham atau sebesar 0,00016%, yang merupakan kepemilikan langsung.

\*Terdapat perubahan nomenklatur jabatan dari Direktur Produksi dan Pengembangan, menjadi Direktur (Fungsi Operasi), berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 24 Januari 2023.

### Term of Office

March 25, 2022 – 2027 GMS, 1st (One) Period

### Domicile

Palembang, South Sumatra

### Background of Appointment

First appointed as the Director of Production and Development as Director of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on March 25, 2022, as stated in Deed of Notary Fathiah Helmi, No. 21 of April 18, 2022. Then based on the Extraordinary General Meeting of Shareholders Decision dated January 24, 2023, there was a change in the position nomenclature from Director of Production and Development to Director (Operations Function).

### Educational background

Bachelor of Electrical Engineering, University of Indonesia (1999)

### Owned Certification

-

### Work Experience

- Vice President Research & Engineering PT Semen Baturaja Tbk (2021 - 2022)
- Vice President of Strategic Planning & Project Management Office of PT Semen Baturaja Tbk (2020 - 2021)
- Vice President PMO PT Semen Baturaja Tbk (2019 - 2020)
- Vice President of ICT PT Semen Baturaja Tbk (2018 - 2019)
- Vice President Strategic Planning and PMO PT Semen Baturaja Tbk (2018-2019)
- Vice President of Quality, Health, Safety and Environment (QHSE) of PT Semen Baturaja Tbk
- Head of Research and Development Department of PT Semen Baturaja Tbk (2013 - 2018)
- Head of Logistics Department of PT Semen Baturaja Tbk (2011 - 2013)
- Head of PTP Bureau PT Semen Baturaja Tbk (2010 - 2011)
- Head of Maintenance Bureau of PT Semen Baturaja Tbk (2008 - 2010)
- Deputy Ka. Maintenance Bureau of PT Semen Baturaja Tbk (2006 - 2008)

### Concurrent Position Information

Commissioner of PT Baturaja Daya Insani (2022 - present)

### Affiliation

He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly.

### Company Shareholding

He has shareholding in PT Semen Baturaja Tbk of 16,098 shares or 0.00016%, which is direct ownership.

\*There was a change in the nomenclature of the position from Director of Production and Development, to Director (Operation Function), based on the Extraordinary General Meeting of Shareholders (GMS) Decision dated January 24, 2023.







## Tubagus Muhammad Dharury Direktur (Fungsi Keuangan dan SDM)\* Director (Finance and HR Function)\*

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 55 tahun**  
Age 55 years old

**Kelahiran Surabaya, 29 Maret 1967**  
Born in Surabaya, March 29, 1967

### Masa Jabatan

25 Maret 2022 - RUPS 2027, Periode Ke-1 (Satu)

### Domisili

Palembang, Sumatra Selatan

### Riwayat Penunjukan

Pertama kali diangkat menjadi Direksi PT Semen Baturaja Tbk sebagai Direktur Keuangan dan Manajemen Risiko berdasarkan Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi No. 21 tanggal 18 April 2022. Kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Keuangan dan Manajemen Risiko, menjadi Direktur (Fungsi Keuangan dan SDM).

### Riwayat Pendidikan

- Magister Manajemen, Universitas Gadjah Mada (2008)
- Sarjana Akuntansi, Universitas Airlangga (1991)

### Sertifikasi yang Dimiliki

- ACPA (Asean Chartered Professional Accountant), Asean Chartered Professional Accountants Coordinating Committee, (2019)
- PIA (Professional Internal Auditor), dari Asosiasi Auditor Internal, (2018)
- C.A.(Chartered Accountant), dari Ikatan Akuntan Indonesia, (2014)
- C.P.M.A (Certified Professional Management Accountant), dari The Indonesian Institute Of Management Accountant, (2009)
- Register Akuntan Negara D-9494S2, dari Departemen Keuangan RI, (1999)

### Riwayat Pekerjaan

- Direktur Keuangan PT Semen Padang (Semen Indonesia Group) (2019-2022)
- Komisaris Utama PT Sepatim Batamtama (2019 - 2022)
- Dewan Komisaris PT United Tractors Semen Gresik (2014 - 2019)
- General Manager Internal Audit Group PT Semen Indonesia (Persero) Tbk (2017-2019)
- General Manager Internal Audit PT Semen Gresik (Semen Indonesia Group) (2016-2017)
- General Manager Accounting & Human Capital Department PT Semen Gresik (Semen Indonesia Group) (2014 - 2016)
- Senior Group Finance Management Accountant - Department Of Group Finance Management PT Semen Indonesia (Persero) Tbk (2012 - 2014)
- Direktur Keuangan PT Swadaya Graha (2002 - 2012)
- Direktur Keuangan PT Industri Kemasan Semen Gresik (Semen Gresik Group) (2002)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun di dalam Perusahaan, ataupun pada Entitas Anak Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Direksi lainnya, Dewan Komisaris, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

\*Terdapat perubahan nomenklatur jabatan dari Direktur Keuangan dan Manajemen Risiko, menjadi Direktur (Fungsi Keuangan dan SDM), berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 24 Januari 2023.

### Term of Office

March 25, 2022 - 2027 GMS, 1st (One) Period

### Domicile

Palembang, South Sumatra

### Background of Appointment

First appointed as the Director of Finance and Risk Management as the Director of PT Semen Baturaja Tbk based on the Resolution of the Annual General Meeting of Shareholders on March 25, 2022, as stated in Deed of Notary Fathiah Helmi No. 21 of April 18, 2022. Then based on the Extraordinary GMS Resolution dated January 24, 2023, there was a change in the position nomenclature from Director of Finance and Risk Management to Director (Finance and HR Function).

### Educational Background

- Master of Management, Gadjah Mada University (2008)
- Bachelor of Accounting, Airlangga University (1991)

### Owned Certification

- ACPA (Asean Chartered Professional Accountant), Asean Chartered Professional Accountants Coordinating Committee, (2019)
- PIA (Professional Internal Auditor), from the Association of Internal Auditors, (2018)
- C.A.(Chartered Accountant), from the Association of Indonesian Accountants, (2014)
- C.P.M.A (Certified Professional Management Accountant), from The Indonesian Institute Of Management Accountants, (2009)
- Register of State Accountants D-9494S2, from the Ministry of Finance of the Republic of Indonesia, (1999)

### Work Experience

- Finance Director of PT Semen Padang (Semen Indonesia Group) (2019-2022)
- President Commissioner of PT Sepatim Batamtama (2019 - 2022)
- Board of Commissioners of PT United Tractors Semen Gresik (2014 - 2019)
- General Manager of Internal Audit Group of PT Semen Indonesia (Persero) Tbk (2017 - 2019)
- General Manager of Internal Audit of PT Semen Gresik (Semen Indonesia Group) (2016 - 2017)
- General Manager of Accounting & Human Capital Department of PT Semen Gresik (Semen Indonesia Group) (2014 - 2016)
- Senior Group Finance Management Accountant - Department Of Group Finance Management PT Semen Indonesia (Persero) Tbk (2012 - 2014)
- Finance Director of PT Swadaya Graha (2002 - 2012)
- Finance Director of PT Semen Gresik Packaging Industry (Semen Gresik Group) (2002)

### Concurrent Position Information

He does not have concurrent positions either inside or outside the Company, or in Subsidiaries.

### Affiliation

He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly.

### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.

\*There was a change in position nomenclature from Director of Finance and Risk Management, to Director (Finance and HR Function), based on the Resolution of the Extraordinary General Meeting of Shareholders (GMS) dated January 24, 2023.



## Gatot Mardiana\*

### Direktur Umum dan SDM

#### Director of General Affairs & Human Resources

**Warga Negara Indonesia**  
Indonesian Citizens

**Usia 53 tahun**  
Age 53 years old

**Kelahiran Kediri, 15 Januari 1970**  
Born in Kediri, January 15, 1970

#### Masa Jabatan

25 Maret 2022 - 24 Januari 2023, Periode Ke-1 (Satu)

#### Domisili

Palembang, Sumatra Selatan

#### Riwayat Penunjukan

Pertama kali diangkat menjadi Direksi PT Semen Baturaja Tbk sebagai Direktur Umum dan SDM berdasarkan Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi No. 21 tanggal 18 April 2022.

#### Riwayat Pendidikan

Sarjana Teknik Kimia, Institut Teknologi Pembangunan Surabaya (2009)

#### Sertifikasi yang Dimiliki

-

#### Riwayat Pekerjaan

- GM Of Communication & Legal merangkap Corporate Secretary PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2019-2022)
- Komisaris Utama PT Sinergi Mitra Operasi Rembang (2020 - 2022)
- GM of Maintenance PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2019)
- GM of Operational Support (PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2018)
- GM of Production PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2018)
- SM of Production Support PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2017)

#### Informasi Rangkap Jabatan

Komisaris PT Baturaja Multi Usaha (Entitas Anak Perusahaan) (2022 - sekarang)

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan Direksi lainnya, Dewan Komisaris, ataupun dengan Pemegang Saham Utama dan Pemegang Saham Pengendali, baik langsung maupun tidak langsung.

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk.

\*Tidak lagi menjabat sebagai Direksi Perusahaan per 24 Januari 2023, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa

#### Term of Office

March 25, 2022 - January 24, 2023, 1st (One) Period

#### Domicile

Palembang, South Sumatra

#### Background of Appointment

First appointed as the Director of General Affairs and HR as the Director of PT Semen Baturaja Tbk based on the Decision of the Annual General Meeting of Shareholders on March 25, 2022, stated in Deed of Notary Fathiah Helmi No. 21 of April 18, 2022.

#### Educational background

Bachelor of Chemical Engineering, Surabaya Development Technology Institute (2009)

#### Owned Certification

-

#### Work Experience

- GM Of Communication & Legal Also Corporate Secretary PT Semen Gresik (Semen Indonesia Group) - Rembang Plant (2019-2022)
- President Commissioner of PT Sinergi Mitra Operations Rembang (2020 - 2022)
- GM of Maintenance PT Semen Gresik (Semen Indonesia Group) - Rembang Plant (2019)
- GM of Operational Support (PT Semen Gresik (Semen Indonesia Group) - Rembang Plant (2018)
- GM Of Production PT Semen Gresik (Semen Indonesia Group) - Rembang Plant (2018)
- SM Of Production Support PT Semen Gresik (Semen Indonesia Group) - Rembang Plant (2017)

#### Concurrent Position Information

Commissioner of PT Baturaja Multi Usaha (Subsidiary Entity) (2022 - present)

#### Affiliation

He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly.

#### Company Shareholding

He does not have shareholding in PT Semen Baturaja Tbk.

\*No longer serves as the Company's Board of Directors as of January 24, 2023, based on the Extraordinary General Meeting of Shareholders (GMS) Decision



# PROFIL PEJABAT EKSEKUTIF

## PROFILE OF EXECUTIVE OFFICERS

Berikut profil pejabat eksekutif di PT Semen Baturaja Tbk per 31 Desember 2022:

Following are the profiles of executive officers at PT Semen Baturaja Tbk as of December 31, 2022:



### Menjabat sejak 22 Oktober 2020

Served since October 22, 2020

|                                                           |   |                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                                                                                                                                      |
| Usia<br>Age                                               | : | 43 tahun per 31 Desember 2022<br>43 years as of December 31, 2022                                                                                                                                                                                                                  |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                                                                                                                                       |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2004<br>In 2004                                                                                                                                                                                                                                                              |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen Keuangan, Universitas Sriwijaya (2022)<br>Master of Financial Management, Sriwijaya University (2022)                                                                                                                                                      |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai <i>Vice President Logistic</i> (2019-2020), <i>Vice President Marketing</i> (2018-2019) di PT Semen Baturaja Tbk<br>Previously he served as Vice President Logistics (2019-2020), Vice President Marketing (2018-2019) at PT Semen Baturaja Tbk |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/124A/2020 tanggal 22 Oktober 2020<br>Board of Directors Decree No. PH.01.04/124A/2020 dated October 22, 2020                                                                                                                                  |



### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                                               |
|-----------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                 |
| Usia<br>Age                                               | : | 47 tahun per 31 Desember 2022<br>47 years as of December 31, 2022                                                                                             |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                  |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2003<br>In 2003                                                                                                                                         |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen Universitas Indo Global Mandiri (2020)<br>Master of Management, Indo Global Mandiri University (2020)                                 |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Staf Direktur Pemasaran Tingkat VP (2020-2022)<br>Previously he served as Staff of Marketing Director VP Level (2020-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022                     |



**Tarida Tambunan**  
Vice President Performance  
Management Office

**Menjabat sejak 01 Juli 2022**  
Has served since July 01, 2022

|                                                           |   |                                                                                                                                                 |
|-----------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                   |
| Usia<br>Age                                               | : | 40 tahun per 31 Desember 2022<br>40 years as of December 31, 2022                                                                               |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                    |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2007<br>In 2007                                                                                                                           |
| Riwayat Pendidikan<br>Educational background              | : | Sarjana (S1) Akuntansi Universitas Sriwijaya (2005)<br>Bachelor of Accounting, Sriwijaya University (2005)                                      |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai <i>Vice President Marketing</i> (2020-2022)<br>Previously she served as Vice President Marketing (2020-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022       |



**Muhammad Beni**  
Vice President Research &  
Engineering

**Menjabat sejak 01 Juli 2022**  
Has served since July 01, 2022

|                                                           |   |                                                                                                                                           |
|-----------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                             |
| Usia<br>Age                                               | : | 45 tahun per 31 Desember 2022<br>45 years as of December 31, 2022                                                                         |
| Domisili<br>domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                              |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2004<br>In 2004                                                                                                                     |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen Universitas Sriwijaya (2019)<br>Master of Management, Sriwijaya University (2019)                                 |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Sales Area 2 (2021-2022)<br>Previously he served as Vice President Sales Area 2 (2021-2022)            |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022 |

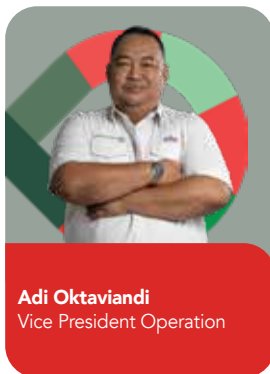


**Hendry Irawan Manuhutu**  
Vice President Mining

**Menjabat sejak 04 Maret 2019**  
Has served since March 04, 2019

|                                                           |   |                                                                                                                                             |
|-----------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                               |
| Usia<br>Age                                               | : | 39 tahun per 31 Desember 2022<br>39 years old as of December 31, 2022                                                                       |
| Domisili<br>domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2012<br>In 2012                                                                                                                       |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Teknik Pertambangan, Universitas Sriwijaya (2020)<br>Master of Mining Engineering, Sriwijaya University (2020)                |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai SM Mining Exploration (2018-2019)<br>Previously he served as SM Mining Exploration (2018-2019)           |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/023/2019 tanggal 04 Maret 2019<br>Board of Directors Decree No. PH.01.04/023/2019 dated March 04, 2019 |





**Adi Oktaviandi**  
Vice President Operation

### Menjabat sejak 18 Agustus 2021

Served since August 18, 2021

|                                                           |   |                                                                                                                                                                                        |
|-----------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                                          |
| Usia<br>Age                                               | : | 51 tahun per 31 Desember 2022<br>51 years as of December 31, 2022                                                                                                                      |
| Domisili<br>Domicile                                      | : | Baturaja, Sumatra Selatan, Indonesia<br>Baturaja, South Sumatra, Indonesia                                                                                                             |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2003<br>In 2003                                                                                                                                                                  |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen, Universitas Indo Global Mandiri (2020)<br>Master of Management, Indo Global Mandiri University (2020)                                                         |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President Maintenance Merangkap Ketua TPM Promotor<br>Previously he served as Vice President Maintenance Concurrently Chairman of TPM Promoter |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/036A/2021 tanggal 18 Agustus 2021<br>Board of Directors Decree No. PH.01.04/036A/2021 on August 18, 2021                                          |



**Ahmad Faisal Ramadhan**  
Vice President  
Accounting & Finance

### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                                                                |
|-----------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                                  |
| Usia<br>Age                                               | : | 41 tahun per 31 Desember 2022<br>41 years as of December 31, 2022                                                                                                              |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                                   |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2007<br>In 2007                                                                                                                                                          |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Pemasaran, Universitas Sriwijaya (2022)<br>Master of Marketing Management, Sriwijaya University (2022)                                                           |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President Management Accounting & ICT (2021-2022)<br>Previously he served as Vice President of Management Accounting & ICT (2021-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022                                      |



**Hari Liandu**  
Vice President Management  
Accounting & ICT

### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                                               |
|-----------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                 |
| Usia<br>Age                                               | : | 45 tahun per 31 Desember 2022<br>45 years as of December 31, 2022                                                                                             |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                  |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2004<br>In 2004                                                                                                                                         |
| Riwayat Pendidikan<br>Educational background              | : | S1 Akuntansi, Universitas Jambi (1996)<br>S1 Accounting, University of Jambi (1996)                                                                           |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President Accounting & Finance (2018-2022)<br>Previously he served as Vice President Accounting & Finance (2018-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/057/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/057/2022 dated July 01, 2022                     |





**Fitria Margaretha**  
Vice President Risk  
Management

#### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                                                                                 |
|-----------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                                                   |
| Usia<br>Age                                               | : | 44 tahun per 31 Desember 2022<br>44 years as of December 31, 2022                                                                                                                               |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                                                    |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2004<br>In 2004                                                                                                                                                                           |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen, Universitas Sriwijaya (2020)<br>Master of Management, Sriwijaya University (2020)                                                                                      |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President <i>Human Resource &amp; General Affair</i> (2020-2022)<br>Previously she served as Vice President Human Resource & General Affair (2020-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/057/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/057/2022 dated July 01, 2022                                                       |



**Heru Rusdiansyah**  
Vice President Human  
Resource & General Affair

#### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                                          |
|-----------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                            |
| Usia<br>Age                                               | : | 46 tahun per 31 Desember 2022<br>46 years as of December 31, 2022                                                                                        |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                             |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2002<br>In 2002                                                                                                                                    |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen Keuangan, Universitas Sriwijaya (2017)<br>Master of Finance Management, Sriwijaya University (2017)                              |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President <i>Internal Audit</i> (2018-2022)<br>Previously he served as Vice President Internal Audit (2018-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022                |



**Taufik**  
Vice President Procurement

#### Menjabat sejak 01 Oktober 2018

Served since October 01, 2018

|                                                           |   |                                                                                                                                                                                                                  |
|-----------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                                                                    |
| Usia<br>Age                                               | : | 45 tahun per 31 Desember 2022<br>45 years as of December 31, 2022                                                                                                                                                |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                                                                     |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 1996<br>In 1996                                                                                                                                                                                            |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen, Universitas Sriwijaya (2020)<br>Master of Management, Sriwijaya University (2020)                                                                                                       |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President <i>Operation I Merangkap Vice President QSHE</i> (2018)<br>Previously he served as Vice President of Operation I concurrently as Vice President of QSHE (2018) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/065/2018 tanggal 01 Oktober 2018<br>Board of Directors Decree No. PH.01.04/065/2018 dated October 01, 2018                                                                  |





**Kartha Kurniadi**  
Vice President Marketing

### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                           |
|-----------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                             |
| Usia<br>Age                                               | : | 49 tahun per 31 Desember 2022<br>49 years as of December 31, 2022                                                                         |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                              |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2003<br>In 2003                                                                                                                     |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Management Pemasaran, Universitas Sriwijaya (2021)<br>Master of Marketing Management, Sriwijaya University (2021)           |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai <i>Vice President Sales</i> (2021-2022)<br>Previously he served as Vice President Sales (2021-2022)    |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022 |

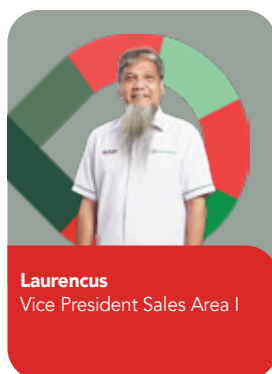


**Ade Chitra Kusuma**  
Vice President Logistic

### Menjabat sejak 22 Oktober 2020

Served since October 22, 2020

|                                                           |   |                                                                                                                                                                             |
|-----------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                               |
| Usia<br>Age                                               | : | 44 tahun per 31 Desember 2022<br>44 years as of December 31, 2022                                                                                                           |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                                |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2003<br>In 2003                                                                                                                                                       |
| Riwayat Pendidikan<br>Educational background              | : | Sarjana (S1) Ekonomi, Universitas Sriwijaya (2001)<br>Bachelor of Economics, Sriwijaya University (2001)                                                                    |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Staff Direktur Pemasaran Tingkat VP Ditugaskan di Logistic<br>Previously he served as Staf of Marketing Director VP Level TK VP Assigned |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/124A/2020 tanggal 22 Oktober 2020<br>Board of Directors Decree No. PH.01.04/124A/2020 dated October 22, 2020                           |

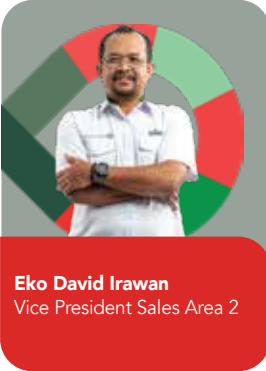


**Laurencus**  
Vice President Sales Area I

### Menjabat sejak 01 Juli 2022

Served since July 01, 2022

|                                                           |   |                                                                                                                                                      |
|-----------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                        |
| Usia<br>Age                                               | : | 55 tahun per 31 Desember 2022<br>55 years as of December 31, 2022                                                                                    |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                         |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 1996<br>In 1996                                                                                                                                |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen Pemasaran, Universitas Sriwijaya (2013)<br>Master of Marketing Management, Sriwijaya University (2013)                       |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai <i>Vice President Sales Area 4</i> (2021-2022)<br>Previously he served as Vice President Sales Area 4 (2021-2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022            |



**Eko David Irawan**  
Vice President Sales Area 2

#### Menjabat sejak 01 Agustus 2021

Served since August 01, 2021

|                                                           |   |                                                                                                                                           |
|-----------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                             |
| Usia<br>Age                                               | : | 46 tahun per 31 Desember 2022<br>46 years as of December 31, 2022                                                                         |
| Domisili<br>Domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                              |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 1996<br>In 1996                                                                                                                     |
| Riwayat Pendidikan<br>Educational background              | : | Sarjana (S1) Teknik Elektro, Universitas Baturaja (2021)<br>Bachelor of Electrical Engineering, Baturaja University (2021)                |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President Sales Area 4 (2021)<br>Previously he served as Vice President Sales Area 4 (2021)       |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022<br>Board of Directors Decree No. PH.01.04/056/2022 dated July 01, 2022 |



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

#### Menjabat sejak 23 Oktober 2020

Served since October 23, 2020

|                                                           |   |                                                                                                                                                  |
|-----------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                    |
| Usia<br>Age                                               | : | 41 tahun per 31 Desember 2022<br>41 years as of December 31, 2022                                                                                |
| Domisili<br>domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                     |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2007<br>In 2007                                                                                                                            |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen, Universitas Sriwijaya (2021)<br>Master of Management, Sriwijaya University (2021)                                       |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Vice President Corporate Secretary (2018-2020)<br>Previously he served as VP Corporate Secretary (2018-2020)  |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Akta Notaris Akhmad Habriand, S.H., M.Kn No. 09 tanggal 23 Oktober 2020<br>Deed of Notary Akhmad Habriand, S.H., M.Kn No. 09 of October 23, 2020 |



**Erni Kurniati**  
Direktur Utama Dana  
Pensiun Karyawan Semen  
Baturaja Tk Vice President  
President Director of  
Employee Pension Fund  
Semen Baturaja Tk Vice  
President

#### Menjabat sejak 04 Maret 2019

Served since March 04, 2019

|                                                           |   |                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                                                                                                                                  |
| Usia<br>Age                                               | : | 53 tahun per 31 Desember 2022<br>53 years as of December 31, 2022                                                                                                                                                                                              |
| Domisili<br>domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                                                                                                                                   |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 1997<br>In 1997                                                                                                                                                                                                                                          |
| Riwayat Pendidikan<br>Educational background              | : | Sarjana (S1) Ekonomi Akuntansi, Universitas Jakarta (1994)<br>Bachelor of Accounting Economics, University of Jakarta (1994)                                                                                                                                   |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai Staf Vice President Level Accounting & Finance Ditugaskan di Dana Pensiun Tk. Senior Manager (2018-2019)<br>Previously she served as VP Accounting & Finance Assigned to Tk Pension Fund. Senior Managers Level (2018-2019) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/023/2019 tanggal 04 Maret 2019<br>Board of Directors Decree No. PH.01.04/023/2019 dated March 04, 2019                                                                                                                    |






**Jogy Alpha Mediarta**  
Direktur Utama PT. Baturaja  
Daya Insani  
President Director of PT  
Baturaja Daya Insani

**Menjabat sejak 22 Juli 2022**

Served since July 22, 2022

|                                                           |   |                                                                                                                                                        |
|-----------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                            | : | Warga Negara Indonesia<br>Indonesian Citizens                                                                                                          |
| Usia<br>Age                                               | : | 44 tahun per 31 Desember 2022<br>44 years as of December 31, 2022                                                                                      |
| Domisili<br>domicile                                      | : | Palembang, Sumatra Selatan, Indonesia<br>Palembang, South Sumatra, Indonesia                                                                           |
| Bergabung di Perusahaan<br>Join the Company               | : | Tahun 2010<br>In 2010                                                                                                                                  |
| Riwayat Pendidikan<br>Educational background              | : | Magister (S2) Manajemen, Universitas Indo Global Mandiri (2020)<br>Master of Management, Indo Global Mandiri University (2020)                         |
| Pengalaman Kerja<br>Work experience                       | : | Sebelumnya beliau menjabat sebagai <i>Vice President Research &amp; Engineering</i> (2022)<br>Previously he served as VP Research & Engineering (2022) |
| Dasar Hukum<br>Pengangkatan<br>Legal Basis of Appointment | : | Surat Keputusan Direksi No. PH.01.04/064/2022 tanggal 22 Juli 2022<br>Board of Directors Decree No. PH.01.04/064/2022 dated July 22, 2022              |



# DEMOGRAFI KARYAWAN DAN PENGEMBANGAN KOMPETENSI

## EMPLOYEE DEMOGRAPHY AND COMPETENCY DEVELOPMENT

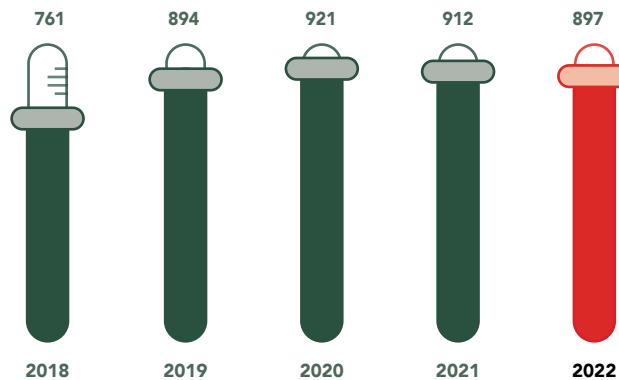
### Demografi Karyawan

Per 31 Desember 2022, jumlah karyawan Perusahaan mencapai 897 orang karyawan, mengalami penurunan sebesar 1,64% dibandingkan jumlah karyawan per 31 Desember 2021 yang sebanyak 912 orang karyawan.

### Employee Demographics

As of December 31, 2022, the number of employees in the Company had decreased by 1.64% compared to the previous year. The total number of employees as of December 31, 2021, was 912, while as of December 31, 2022, it had decreased to 897 employees.

**Pergerakan Jumlah Karyawan 2018-2022 (orang)**  
Turnover of Number of Employees 2018-2022 (employee)



**Demografi Karyawan Berdasarkan Level Organisasi (orang)**  
Employee Demographics based on Organizational Level (employee)

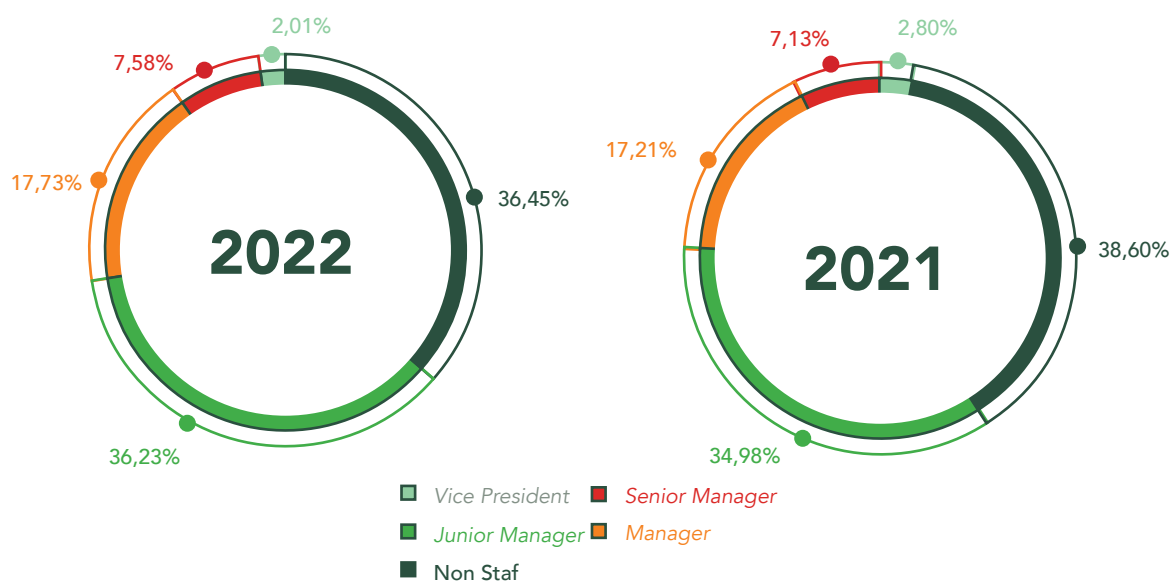
| Level Organisasi<br>Organizational Level | 2022       |            |                  |                              | 2021       |            |                  |                              |          |
|------------------------------------------|------------|------------|------------------|------------------------------|------------|------------|------------------|------------------------------|----------|
|                                          | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) |          |
| Vice President                           | 15         | 3          | 18               | 2,01                         | 16         | 3          | 19               | 2,80                         | ↓        |
| Senior Manager                           | 60         | 8          | 68               | 7,58                         | 57         | 8          | 65               | 7,13                         | ↑        |
| Manager                                  | 132        | 27         | 159              | 17,73                        | 129        | 28         | 157              | 17,21                        | ↑        |
| Junior Manager                           | 272        | 53         | 325              | 36,23                        | 265        | 54         | 319              | 34,98                        | ↑        |
| Non-Staf                                 | 270        | 57         | 327              | 36,45                        | 291        | 61         | 352              | 38,60                        | ↓        |
| <b>Jumlah Total</b>                      | <b>749</b> | <b>148</b> | <b>897</b>       | <b>100,00</b>                | <b>758</b> | <b>154</b> | <b>912</b>       | <b>100,00</b>                | <b>↓</b> |

L = Laki-laki / P = Perempuan  
M = Male / F = Female



### Komposisi Karyawan Berdasarkan Level Organisasi (orang)

Composition of Employees Based on Organizational Levels (employee)



### Demografi Karyawan Berdasarkan Tingkat Pendidikan (orang)

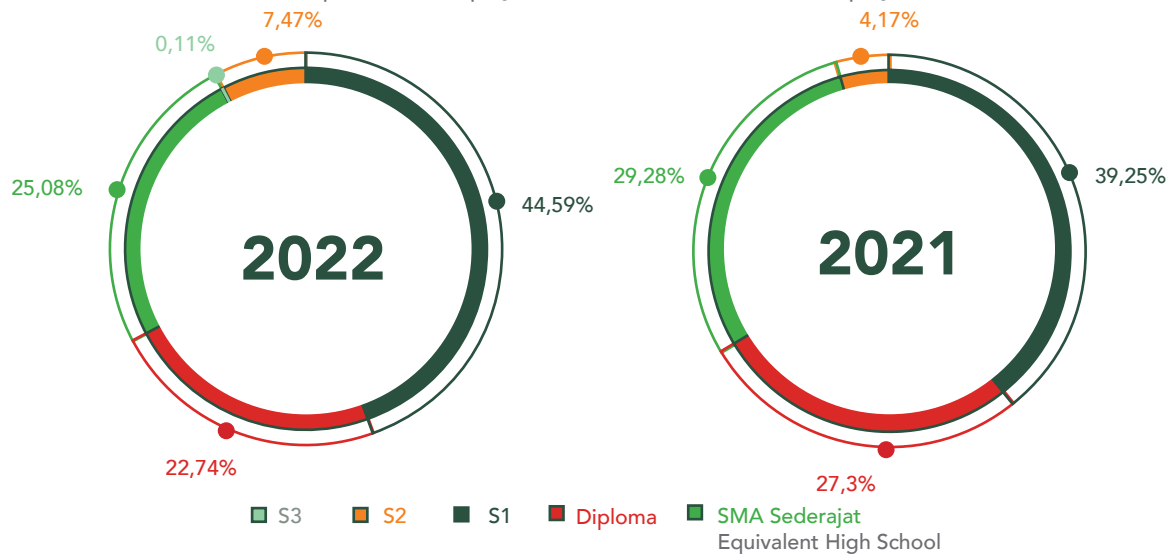
Employee Demographics Based on Education Level (employee)

| Tingkat Pendidikan<br>Level of education | 2022       |            |               |                           | 2021       |            |               |                           |   |
|------------------------------------------|------------|------------|---------------|---------------------------|------------|------------|---------------|---------------------------|---|
|                                          | L/M        | P/F        | Jumlah Amount | Komposisi Composition (%) | L/M        | P/F        | Jumlah Amount | Komposisi Composition (%) |   |
| S3                                       | 1          | -          | 1             | 0,11                      | -          | -          | -             | -                         | ↑ |
| S2                                       | 52         | 15         | 67            | 7,47                      | 25         | 13         | 38            | 4,17                      | ↑ |
| S1                                       | 315        | 85         | 400           | 44,59                     | 280        | 78         | 358           | 39,25                     | ↑ |
| Diploma                                  | 169        | 35         | 204           | 22,74                     | 207        | 42         | 249           | 27,30                     | ↓ |
| SMA Sederajat Equivalent High School     | 212        | 13         | 225           | 25,08                     | 246        | 21         | 267           | 29,28                     | ↓ |
| <b>Jumlah Total</b>                      | <b>749</b> | <b>148</b> | <b>897</b>    | <b>100,00</b>             | <b>758</b> | <b>154</b> | <b>912</b>    | <b>100,00</b>             | ↓ |

L = Laki-laki / P = Perempuan  
M = Male / F = Female



### Komposisi Karyawan Berdasarkan Tingkat Pendidikan (orang) Composition of Employee Based on Education Level (employee)

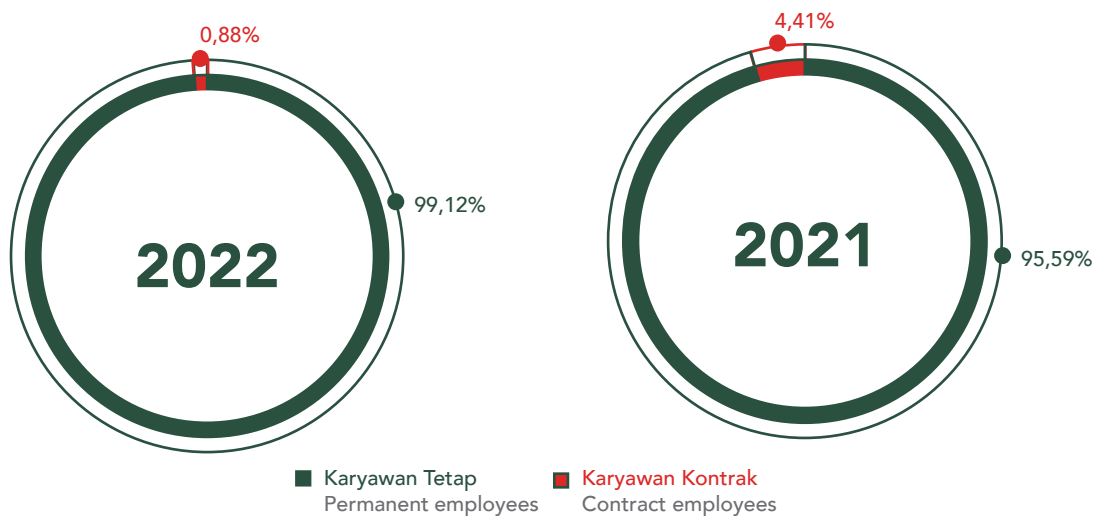


### Demografi Karyawan Berdasarkan Status Kepegawaian (orang) Employee Demographics Based on Employment Status (employee)

| Status Kepegawaian<br>Employment status | 2022       |            |                  |                              | 2021       |            |                  |                              |
|-----------------------------------------|------------|------------|------------------|------------------------------|------------|------------|------------------|------------------------------|
|                                         | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) |
| Karyawan Tetap<br>Permanent employees   | 749        | 148        | 897              | 99,12                        | 758        | 154        | 912              | 95,59 ↓                      |
| Karyawan Kontrak<br>Contract employees  | 5          | 3          | 8                | 0,88                         | 39         | 3          | 42               | 4,41 ↓                       |
| <b>Jumlah Total</b>                     | <b>754</b> | <b>151</b> | <b>905</b>       | <b>100,00</b>                | <b>797</b> | <b>157</b> | <b>954</b>       | <b>100,00 ↓</b>              |

L = Laki-laki / P = Perempuan  
M = Male / F = Female

### Komposisi Karyawan Berdasarkan Status Kepegawaian (orang) Composition of Employee Based on Employment Status (employee)



### Demografi Karyawan Berdasarkan Rentang Usia (orang)

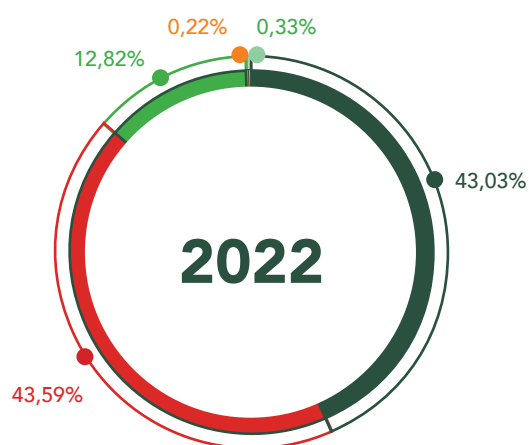
Employee Demographics Based on Age Range (employee)

| Rentang Usia<br>Range Age  | 2022       |            |                  |                              | 2021       |            |                  |                              |          |
|----------------------------|------------|------------|------------------|------------------------------|------------|------------|------------------|------------------------------|----------|
|                            | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) |          |
| >54 tahun<br>>54 Years     | 2          | 0          | 2                | 0,22                         | -          | -          | -                | -                            | ↑        |
| 51-54 tahun<br>51-54 Years | 2          | 1          | 3                | 0,33                         | 3          | 1          | 4                | 0,44                         | ↓        |
| 41-50 tahun<br>41-50 Years | 109        | 6          | 115              | 12,82                        | 104        | 4          | 108              | 11,84                        | ↑        |
| 31-40 tahun<br>31-40 Years | 325        | 61         | 386              | 43,03                        | 277        | 56         | 333              | 36,51                        | ↑        |
| 21-30 tahun<br>21-30 Years | 311        | 80         | 391              | 43,59                        | 374        | 93         | 467              | 51,21                        | ↓        |
| <b>Jumlah Total</b>        | <b>749</b> | <b>148</b> | <b>897</b>       | <b>100,00</b>                | <b>758</b> | <b>154</b> | <b>912</b>       | <b>100,00</b>                | <b>↓</b> |

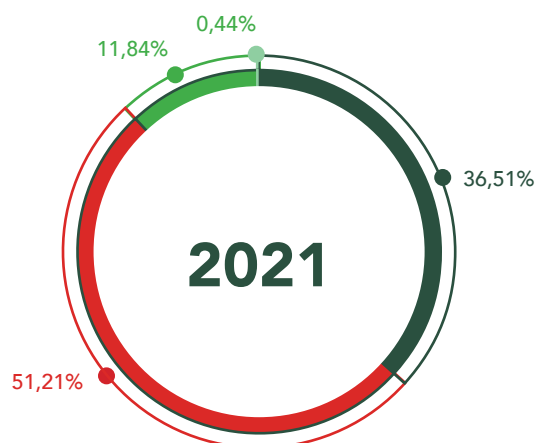
L = Laki-laki / P = Perempuan  
M = Male / F = Female

### Komposisi Karyawan Berdasarkan Rentang Usia (orang)

Composition of Employees Based on Age Range (employee)



■ >54 tahun 
 ■ 51-54 tahun 
 ■ 31-40 tahun 
 ■ 41-50 tahun 
 ■ 21-30 tahun



■ 51-54 tahun 
 ■ 31-40 tahun 
 ■ 41-50 tahun 
 ■ 21-30 tahun

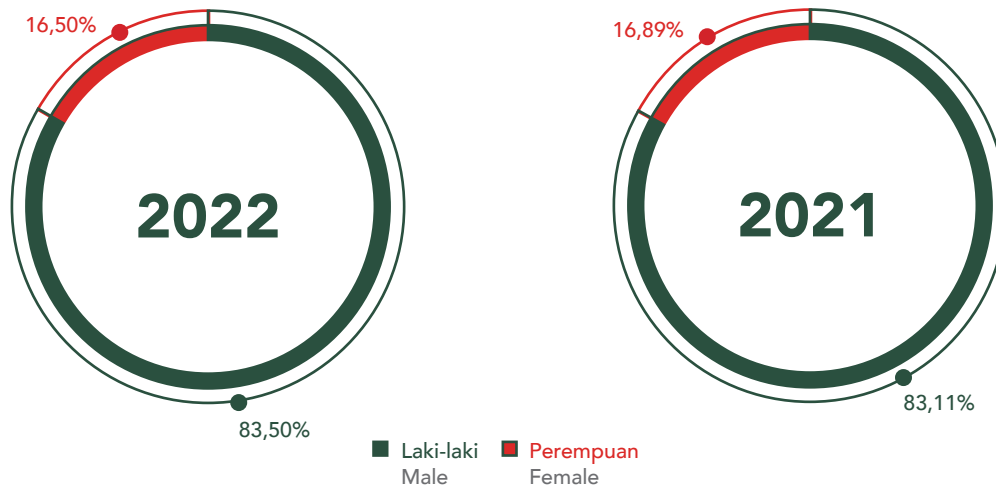
### Demografi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)

Employee Demographics Based on Gender (employee)

| Gender/Jenis Kelamin<br>Gender/Jenis Kelamin | 2022             |                              | 2021             |                              |          |
|----------------------------------------------|------------------|------------------------------|------------------|------------------------------|----------|
|                                              | Jumlah<br>Amount | Komposisi<br>Composition (%) | Jumlah<br>Amount | Komposisi<br>Composition (%) |          |
| Laki-laki<br>Male                            | 749              | 83,50                        | 758              | 83,11                        | ↓        |
| Perempuan<br>Female                          | 148              | 16,50                        | 154              | 16,89                        | ↓        |
| <b>Jumlah Total</b>                          | <b>897</b>       | <b>100,00</b>                | <b>912</b>       | <b>100,00</b>                | <b>↓</b> |



### Komposisi Karyawan Berdasarkan Gender/Jenis Kelamin (orang) Employee Composition Based on Gender (employee)



### Demografi Karyawan Berdasarkan Unit Bisnis (orang) Employee Demographics Based on Business Unit (employee)

| Unit Bisnis<br>Business unit                 | 2022 |     |                  |                              | 2021 |     |                  |                              |   |
|----------------------------------------------|------|-----|------------------|------------------------------|------|-----|------------------|------------------------------|---|
|                                              | L/M  | P/F | Jumlah<br>Amount | Komposisi<br>Composition (%) | L/M  | P/F | Jumlah<br>Amount | Komposisi<br>Composition (%) |   |
| Corporate Secretary                          | 28   | 16  | 44               | 4,91                         | 27   | 21  | 48               | 5,26                         | ↓ |
| PMO                                          | 2    | 5   | 7                | 0,78                         |      |     |                  |                              | ↑ |
| Internal Audit                               | 12   | 3   | 15               | 1,67                         | 10   | 3   | 13               | 1,43                         | ↑ |
| HR & GA                                      | 44   | 23  | 67               | 7,47                         | 45   | 26  | 71               | 7,79                         | ↓ |
| Procurement                                  | 48   | 14  | 62               | 6,91                         | 46   | 14  | 60               | 6,58                         | ↑ |
| Mining                                       | 36   | 3   | 39               | 4,35                         |      |     |                  |                              | ↓ |
| SHE                                          | 13   | 6   | 19               | 2,12                         | 46   | 7   | 53               | 5,81                         | ↑ |
| Research & Engineering                       | 62   | 17  | 79               | 8,81                         | 88   | 19  | 107              | 11,73                        | ↓ |
| Accounting & Finance                         | 18   | 26  | 44               | 4,91                         | 18   | 25  | 43               | 4,71                         | ↑ |
| Management Accounting & ICT                  | 21   | 6   | 27               | 3,01                         | 26   | 7   | 33               | 3,62                         | ↓ |
| Risk Management                              | 5    | 2   | 7                | 0,78                         |      |     |                  |                              | ↑ |
| Marketing (Marketing, Sales & Logistic)      | 112  | 17  | 129              | 14,38                        | 119  | 18  | 137              | 15,02                        | ↓ |
| Operation                                    | 317  | 4   | 321              | 35,79                        | 285  | 3   | 288              | 31,58                        | ↑ |
| Tim Pengadaan Lahan<br>Land Procurement Team | 0    | 0   | 0                | 0,00                         | 6    | 1   | 7                | 0,77                         | ↓ |



### Demografi Karyawan Berdasarkan Unit Bisnis (orang) Employee Demographics Based on Business Unit (employee)

| Unit Bisnis<br>Business unit                                                        | 2022       |            |                  |                              | 2021       |            |                  |                              |          |
|-------------------------------------------------------------------------------------|------------|------------|------------------|------------------------------|------------|------------|------------------|------------------------------|----------|
|                                                                                     | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) | L/M        | P/F        | Jumlah<br>Amount | Komposisi<br>Composition (%) |          |
| Anak Perusahaan & Afiliasi<br>Subsidiaries & Affiliates                             | 27         | 6          | 33               | 3,68                         | 34         | 10         | 44               | 4,82                         | ↓        |
| Staf Direktur Umum & SDM<br>Staff of General Affairs & HR Director                  | 4          | 0          | 4                | 0,45                         | 0          | 0          | 0                | 0,00                         | ↑        |
| Staf Direktur Pemasaran<br>Staff of Marketing Director                              | 0          | 0          | 0                | 0,00                         | 1          | 0          | 1                | 0,11                         | ↓        |
| Staf Direktur Produksi & Pengembangan<br>Staff of Production & Development Director | 0          | 0          | 0                | 0,00                         | 7          | 0          | 7                | 0,77                         | ↓        |
| <b>Jumlah Total</b>                                                                 | <b>749</b> | <b>148</b> | <b>897</b>       | <b>100,00</b>                | <b>758</b> | <b>154</b> | <b>912</b>       | <b>100,00</b>                | <b>↓</b> |

## Pengembangan Kompetensi Karyawan

### Komitmen dan Kebijakan, serta Pelaksanaan Program Pengembangan Kompetensi Karyawan

SMBR meyakini, Sumber Daya Manusia (SDM) yang mumpuni merupakan ujung tombak dalam upaya mewujudkan visi dan misi Perusahaan. Untuk itu, SMBR memiliki komitmen yang tinggi akan pengelolaan dan pengembangan SDM bagi keberhasilan dan keberlanjutan usaha Perusahaan melalui program peningkatan kompetensi karyawan yang diselenggarakan secara berkala untuk semua level jabatan di lingkup Perusahaan.

Perusahaan senantiasa memperhatikan dengan baik dari sisi kualitas, profesionalitas, dan efektivitas karyawan, dalam menjaga, serta menumbuhkan loyalitas dan produktivitas masing-masing karyawan. Komitmen-komitmen tersebut, dibuktikan melalui penyelenggaraan pelatihan dan pengembangan kompetensi karyawan yang dilakukan dengan mengacu pada kerangka pelatihan dan pengembangan yang mencakup seluruh aspek dan metode pengembangan bagi seluruh SDM Perusahaan.

## Employee Competency Development

### Commitments and Policies, as well as Implementation of Employee Competency Development Programs

SMBR firmly believes that qualified human resources (HR) play a crucial role in realizing the Company's vision and mission. To this end, SMBR is highly committed to HR management and development to ensure the success and sustainability of the business. Regular employee competency improvement programs are held for all levels of positions within the Company to achieve this goal.

The Company places a strong emphasis on maintaining and increasing the loyalty and productivity of its employees by prioritizing their quality, professionalism, and effectiveness. This commitment is demonstrated through the implementation of comprehensive employee competency training and development programs that cover all aspects and methods of development for all of the Company's human resources.





Berikut program pengembangan kompetensi terhadap karyawan dari *level Vice President* hingga *Non-Staff*, yang dilakukan Perusahaan di sepanjang tahun 2022.

The following is a competency development program for employees from Vice President to Non-Staff levels that the Company will carry out throughout 2022.

## Pengembangan Kompetensi Karyawan Berdasarkan Level Organisasi/Jabatan Tahun 2022

## Employee Competency Development Based on Organizational/Occupational Level Year 2022

### 1. Vice President

| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                                                                                       | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 1  | Vice President                    | Online Training                     | Instruktur Dasar Dasar Audit<br>Auditing Fundamentals Instructor                                                                                                                                                  | Sharing session tentang dasar audit dan meningkatkan skill mengajar<br>Sharing session on the basis of auditing and improving teaching skills | 2                                        | 11,11                                       |
| 2  | Vice President                    | Online Training                     | Webinar SIG Research Laboratory                                                                                                                                                                                   | Meningkatkan pengetahuan tentang laboratory<br>Improving knowledge about laboratory                                                           | 1                                        | 5,56                                        |
| 3  | Vice President                    | Online Training                     | SNI ISO 37001 : 2016                                                                                                                                                                                              | Peningkatan pengetahuan tentang anti penyuapan<br>Improving knowledge about anti-bribery                                                      | 6                                        | 33,33                                       |
| 4  | Vice President                    | Online Training                     | SNI ISO 45001 : 2018                                                                                                                                                                                              | Peningkatan pengetahuan tentang SMK3<br>Improving knowledge about SMK3                                                                        | 2                                        | 11,11                                       |
| 5  | Vice President                    | In House Training                   | Sistem Internal Auditor ISO 9001 : 2015<br>Internal Auditor System ISO 9001 : 2015                                                                                                                                | Peningkatan kompetensi<br>Improving competency                                                                                                | 1                                        | 5,56                                        |
| 6  | Vice President                    | Online Training                     | Flatter, More Agile Organization                                                                                                                                                                                  | Peningkatan kompetensi jabatan<br>Improvement of job competence                                                                               | 3                                        | 16,67                                       |
| 7  | Vice President                    | Public Training                     | Dialog Bersama Menteri BUMN dan Launching Implementasi Respectful Workplace Policy di BUMN<br>Dialogue with the Minister of SOEs and the Launching of the Implementation of a Respectful Workplace Policy in SOEs | Peningkatan pengetahuan<br>Improving knowledge                                                                                                | 1                                        | 5,56                                        |
| 8  | Vice President                    | Public Training                     | Seminar Nasional Dana Pensiun ADPI<br>ADPI Pension Fund National Seminar                                                                                                                                          | Peningkatan kompetensi jabatan<br>Improving job competence                                                                                    | 1                                        | 5,56                                        |
| 9  | Vice President                    | Online Training                     | Quality Excellence Activity Assessment                                                                                                                                                                            | Peningkatan kompetensi jabatan<br>Improving job competence                                                                                    | 10                                       | 55,56                                       |
| 10 | Vice President                    | Online Training                     | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                                                                                                        | Peningkatan kompetensi untuk menuju industri 4.0<br>Improving Competency towards industry 4.0                                                 | 2                                        | 11,11                                       |
| 11 | Vice President                    | Public Training                     | Sertifikasi ISO 31000 Standar International Manajemen Risiko<br>Fundamental ERM<br>ISO 31000 Certification International Standard ERM<br>Fundamental Risk Management                                              | Peningkatan kompetensi jabatan<br>Position Competency                                                                                         | 1                                        | 5,56                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training                             | Program Pelatihan<br>Training Program                                                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                                                                | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 12 | Vice President                    | Online Training                                                 | Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of SOE ACTIVITIES                                                                                                                                                           | Meningkatkan <i>soft skill</i><br>Improving soft skills                                                                | 10                                       | 55,56                                       |
| 13 | Vice President                    | Aplikasi E-Learning (Online)<br>E-Learning Application (Online) | Refreshment Safety Leadership 2022                                                                                                                                                                                                | Penyegaran tentang <i>safety</i><br>Refreshment on safety                                                              | 6                                        | 33,33                                       |
| 14 | Vice President                    | In House Training                                               | Workshop Quality Alignment                                                                                                                                                                                                        | Peningkatan pengetahuan tentang penjurian inovasi<br>Improving knowledge about judging innovation                      | 1                                        | 5,56                                        |
| 15 | Vice President                    | Online Training                                                 | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"                                                                                                                                               | Peningkatan pengetahuan tentang teknologi semen<br>Improving knowledge of cement technology                            | 2                                        | 11,11                                       |
| 16 | Vice President                    | Online Training                                                 | One Day Online "Workshop Financial Modelling & Business Valuation"                                                                                                                                                                | Peningkatan pengetahuan di bidang <i>finance</i><br>Improving knowledge in the field of finance                        | 2                                        | 11,11                                       |
| 17 | Vice President                    | Online Training                                                 | Tausiyah Online bersama Ketua IKADI Sumatra Barat<br>Online Tausiyah with the Head of IKADI West Sumatra                                                                                                                          | Penyegaran Jiwa<br>Soul Rejuvenation                                                                                   | 6                                        | 33,33                                       |
| 18 | Vice President                    | Online Training                                                 | The Concept of Environmentally Friendly Technology to Build a New Capital City (IKN): "Sustainable Infrastructure for a Better Living"                                                                                            | Peningkatan wawasan teknologi terkini<br>Improving insight into the latest technology                                  | 3                                        | 16,67                                       |
| 19 | Vice President                    | In House Training                                               | Sharing Knowledge INDI 4.0                                                                                                                                                                                                        | Penambahan wawasan tentang industri 4.0 di perusahaan lain<br>Improving insights about industry 4.0 in other companies | 3                                        | 16,67                                       |
| 20 | Vice President                    | Online Training                                                 | The Balance Between Human Workers & Intelligent Robots                                                                                                                                                                            | Peningkatan pengetahuan tentang Human Capital<br>Improving knowledge about HC                                          | 3                                        | 16,67                                       |
| 21 | Vice President                    | Online Training                                                 | Pelatihan dan Sertifikasi Human Capital level Manager<br>Human Capital Level Manager Training and Certification                                                                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                            | 1                                        | 5,56                                        |
| 22 | Vice President                    | Online Training                                                 | Webinar AKHLAK "Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>AKHLAK Webinar "Improving Performance through the Application of AKHLAK Values"                                                                     | Meningkatkan <i>soft skill</i><br>Improving soft skills                                                                | 15                                       | 83,33                                       |
| 23 | Vice President                    | Online Training                                                 | Sertifikasi Pengawas Operasional Pertama<br>First Operational Supervisor Certification                                                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                            | 1                                        | 5,56                                        |
| 24 | Vice President                    | Online Training                                                 | Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja x SIG Collaborative Webinar "Challenges and Opportunities for the Building Materials Industry in the Future" | Sharing tentang industri semen<br>Sharing about the cement industry                                                    | 17                                       | 94,44                                       |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                        | Tujuan Pelatihan<br>Training Objectives                                           | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 25 | Vice President                    | Online Training                     | Waste Management for Sustainable Environment and Business                                                                                                                                                    | Pengetahuan tentang pemanfaatan limbah<br>Knowledge of waste utilization          | 2                                        | 11,11                                       |
| 26 | Vice President                    | Public Training                     | Diklat Khusus Kepala SPI dan Sertifikasi Uji Kompetensi Pengelolaan Satuan Pengawas Internal<br>SPI Head Special Training and Internal Supervisory Unit Management Competency Test Certification             | Kebutuhan kompetensi jabatan<br>Job competency requirements                       | 1                                        | 5,56                                        |
| 27 | Vice President                    | Public Training                     | Training Teknis Reklamasi Lahan Bekas Tambang<br>Mine Land Reclamation Technical Training                                                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                       | 1                                        | 5,56                                        |
| 28 | Vice President                    | Online Training                     | Ujian CPMA (Certified Professional Management Accounting)<br>CPMA Exam (Certified Professional Management Accounting))                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                       | 1                                        | 5,56                                        |
| 29 | Vice President                    | Public Training                     | Diklat Srikandi<br>Srikandi Training                                                                                                                                                                         | Program Kementerian<br>Ministry programme                                         | 6                                        | 33,33                                       |
| 30 | Vice President                    | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Understanding of Gratification                                                                                                                                          | Peningkatan skill tentang gratifikasi<br>Improving skills regarding gratification | 6                                        | 33,33                                       |
| 31 | Vice President                    | Online Training                     | Pelatihan dan Ujian Sertifikasi Manajemen Risiko di Bidang QCRO (Qualified Chief Risk Officer)<br>Risk Management Certification Training and Examination in the Field of QCRO (Qualified Chief Risk Officer) | Kebutuhan kompetensi jabatan<br>Job competency requirements                       | 1                                        | 5,56                                        |
| 32 | Vice President                    | Public Training                     | Markplus Conference 2023                                                                                                                                                                                     | Peningkatan pengetahuan tentang marketing<br>Improving knowledge about marketing  | 2                                        | 11,11                                       |

## 2. Senior Manager

| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                        | Tujuan Pelatihan<br>Training Objectives                                                                                | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 1  | Senior Manager                    | In House Training                   | Instruktur IHT Total Productive Maintenance Batch 15<br>IHT Instructor Total Productive Maintenance Batch 15 | Sharing session tentang TPM dan meningkatkan skill mengajar<br>Sharing session about TPM and improving teaching skills | 10                                       | 14,71                                       |
| 2  | Senior Manager                    | In House Training                   | Audit Sistem Manajemen SMSB<br>SMSB Management System Audit                                                  | Peningkatan pengetahuan tentang Manajemen SMSB<br>Improving knowledge about SMSB management                            | 3                                        | 4,41                                        |
| 3  | Senior Manager                    | Online Training                     | SNI ISO 37001 : 2016                                                                                         | Peningkatan pengetahuan tentang anti penyuapan<br>Improving knowledge about SMSB management                            | 16                                       | 23,53                                       |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                         | Tujuan Pelatihan<br>Training Objectives                                                                                               | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 4  | Senior Manager                    | Online Training                     | SNI ISO 45001 : 2018                                                                                                                          | Peningkatan pengetahuan tentang SMK3<br>Improving knowledge about SMK3                                                                | 4                                        | 5,88                                        |
| 5  | Senior Manager                    | In House Training                   | Sistem Internal Auditor ISO 9001 : 2015                                                                                                       | Peningkatan kompetensi<br>Competency Improvement                                                                                      | 2                                        | 2,94                                        |
| 6  | Senior Manager                    | Online Training                     | Flatter, More Agile Organization                                                                                                              | Peningkatan kompetensi jabatan<br>Improving job competence                                                                            | 4                                        | 5,88                                        |
| 7  | Senior Manager                    | Online Training                     | Sharing Session Sustainable, Resilient Operation Through Lean Organization                                                                    | Meningkatkan soft skill<br>Improve soft skills                                                                                        | 1                                        | 1,47                                        |
| 8  | Senior Manager                    | Online Training                     | How to Lead Change Effectively                                                                                                                | Meningkatkan soft skill<br>Improve soft skills                                                                                        | 3                                        | 4,41                                        |
| 9  | Senior Manager                    | In House Training                   | Training Drone & Trimble Business Center (TBC) Advance with Photogrammetry                                                                    | Peningkatan pengetahuan tentang teknologi pemetaan tambang dengan drone<br>Improving knowledge of mine mapping technology with drones | 1                                        | 1,47                                        |
| 10 | Senior Manager                    | Online Training                     | Sharing Knowledge SAP Sub Modul Overview SAP, PP, QM, PM & MM                                                                                 | Peningkatan pengetahuan tentang SAP<br>Improving knowledge of SAP                                                                     | 27                                       | 39,71                                       |
| 11 | Senior Manager                    | Online Training                     | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                                    | Peningkatan pengetahuan tentang industri 4.0<br>Improving knowledge about industry 4.0                                                | 15                                       | 22,06                                       |
| 12 | Senior Manager                    | Aplikasi E-Learning (Online)        | Refreshment Safety Leadership 2022                                                                                                            | Penyegaran tentang safety<br>Refreshment on safety                                                                                    | 22                                       | 32,35                                       |
| 13 | Senior Manager                    | Online Training                     | Online Training "Sosialisasi Pendanaan Riset Inovatif Produktif"<br>Online Training "Socialization of Productive Innovative Research Funding" | Peningkatan soft skill<br>Improving soft skills                                                                                       | 7                                        | 10,29                                       |
| 14 | Senior Manager                    | Online Training                     | Roadshow Gerakan Nasional 1000 Startup Digital Tahun 2022<br>Roadshow for the National Movement of 1000 Digital Startups in 2022              | Peningkatan soft skill<br>Improving soft skills                                                                                       | 1                                        | 1,47                                        |
| 15 | Senior Manager                    | Online Training                     | Gather in Action, Research with Innovation Infrastructure Inspiration                                                                         | Peningkatan pengetahuan tentang riset<br>Improving knowledge about research                                                           | 1                                        | 1,47                                        |
| 16 | Senior Manager                    | Public Training                     | Studi Banding PT Semen Gresik "Penurunan Faktor Clinker"<br>Comparative study PT. Semen Gresik "Decreased Clinker Factor"                     | Peningkatan pengetahuan kompetensi jabatan<br>Peningkatan pengetahuan kompetensi jabatan                                              | 1                                        | 1,47                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                                                                | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 17 | Senior Manager                    | Public Training                     | Studi Banding PT Semen Tonasa "Pengaplikasian Expert Optimizer"<br>Comparative study PT Semen Tonasa "Expert Optimizer Application"                                                               | Peningkatan pengetahuan kompetensi jabatan<br>Improving knowledge of job competencies                                  | 1                                        | 1,47                                        |
| 18 | Senior Manager                    | Public Training                     | Studi Banding PT Semen Padang "Pengaplikasian Expert Optimizer"<br>Comparative study PT. Semen Padang "Expert Optimizer Application"                                                              | Peningkatan pengetahuan kompetensi jabatan<br>Improving knowledge of job competencies                                  | 1                                        | 1,47                                        |
| 19 | Senior Manager                    | Online Training                     | Program "Yuk, Bagusin Sustainability Report"<br>The program "Yuk Bagusin Sustainability Report"                                                                                                   | Peningkatan pengetahuan kompetensi jabatan<br>Improving knowledge of job competencies                                  | 1                                        | 1,47                                        |
| 20 | Senior Manager                    | In House Training                   | Workshop Quality Alignment                                                                                                                                                                        | Pengetahuan tentang inovasi<br>Knowledge of innovation                                                                 | 3                                        | 4,41                                        |
| 21 | Senior Manager                    | Online Training                     | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"                                                                                                               | Peningkatan pengetahuan tentang teknologi semen<br>Improving knowledge of cement technology                            | 4                                        | 5,88                                        |
| 22 | Senior Manager                    | Online Training                     | Pelatihan Strategi Marketing<br>Marketing Strategy Training                                                                                                                                       | Peningkatan pengetahuan marketing<br>Improving marketing knowledge                                                     | 1                                        | 1,47                                        |
| 23 | Senior Manager                    | Online Training                     | One Day Online "Workshop Financial Modelling & Business Valuation"                                                                                                                                | Peningkatan pengetahuan di bidang finance<br>Improving knowledge in the field of finance                               | 1                                        | 1,47                                        |
| 24 | Senior Manager                    | Online Training                     | Tausiyah Online bersama Ketua IKADI Sumatra Barat<br>Online Tausiyah with the Head of IKADI West Sumatra                                                                                          | Penyegaran jiwa<br>Soul Rejuvenation                                                                                   | 12                                       | 17,65                                       |
| 25 | Senior Manager                    | Public Training                     | Benchmark Proses SCM (Outbound) Manajemen Order & Transportasi<br>SCM Process Benchmark (Outbound) Order Management & Transportation                                                              | Peningkatan wawasan tentang transportasi<br>Improving insight about transportation                                     | 2                                        | 2,94                                        |
| 26 | Senior Manager                    | Public Training                     | Lokakarya dan FGD Penyelenggaraan Program Studi Program Profesi Insinyur Universitas Sriwijaya<br>Workshop and FGD Implementation of the Sriwijaya University Engineer Professional Study Program | Sharing session                                                                                                        | 1                                        | 1,47                                        |
| 27 | Senior Manager                    | Online Training                     | The Concept of Environmentally Friendly Technology to Build a New Capital City (IKN): "Sustainable Infrastructure for a Better Living"                                                            | Peningkatan wawasan teknologi<br>Improving knowledge of technology                                                     | 7                                        | 10,29                                       |
| 28 | Senior Manager                    | In House Training                   | Sharing Knowledge INDI 4.0                                                                                                                                                                        | Penambahan wawasan tentang industri 4.0 di perusahaan lain<br>Improving insights about industry 4.0 in other companies | 11                                       | 16,18                                       |





| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                    | Tujuan Pelatihan<br>Training Objectives                                                                                                                                                                        | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 29 | Senior Manager                    | Public Training                     | Dasar-Dasar Audit<br>Fundamentals of Auditing                                                                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 1,47                                        |
| 30 | Senior Manager                    | Online Training                     | <i>The Balance Between Human Workers &amp; Intelligent Robots</i>                                                                                                                                        | Peningkatan pengetahuan tentang <i>Human Capital</i><br>Improving knowledge about HC                                                                                                                           | 17                                       | 25,00                                       |
| 31 | Senior Manager                    | Public Training                     | Upgrading Hukum Dagang<br>Commercial Law Upgrading                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 2                                        | 2,94                                        |
| 32 | Senior Manager                    | Online Training                     | Mengenal Assessment dan Self Assessment GCG<br>Get to know the GCG Assessment and Self Assessment                                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 1,47                                        |
| 33 | Senior Manager                    | Online Training                     | Webinar AKHLAK<br>"Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>AKHLAK Webinar "Improving Performance through the Application of AKHLAK Values"                                         | Peningkatan <i>soft skill</i><br>Improving soft skills                                                                                                                                                         | 40                                       | 58,82                                       |
| 34 | Senior Manager                    | In House Training                   | Instruktur IHT <i>Autonomous Maintenance, Planned Maintenance &amp; Focused Improvement</i><br>IHT Autonomous Maintenance Instructor, Planned Maintenance & Focused Improvement                          | Sharing session tentang <i>Autonomus, planed &amp; Focused Improvement</i> serta Meningkatkan skill mengajar<br>Sharing sessions about Autonomous, planned & Focused Improvement and improving teaching skills | 1                                        | 1,47                                        |
| 35 | Senior Manager                    | Online Training                     | Webinar I2LI " <i>Advanced Material Technology for Sustainable Lean Construction</i> "                                                                                                                   | Peningkatan pengetahuan tentang teknologi konstruksi<br>Improving knowledge about construction technology                                                                                                      | 1                                        | 1,47                                        |
| 36 | Senior Manager                    | Online Training                     | Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan" | Sharing Tentang Industri Semen<br>Sharing About The Cement Industry                                                                                                                                            | 52                                       | 76,47                                       |
| 37 | Senior Manager                    | Online Training                     | <i>Waste Management for Sustainable Environment and Business</i>                                                                                                                                         | Pengetahuan tentang pemanfaatan limbah<br>Knowledge of waste utilization                                                                                                                                       | 7                                        | 10,29                                       |
| 38 | Senior Manager                    | Public Training                     | Bimbingan Teknis & Workshop Pengukuran Dampak Program TJSL Metode SROI<br>Technical Guidance & Workshop on Impact Measurement of the TJSL Program SROI Method                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 1,47                                        |
| 39 | Senior Manager                    | Public Training                     | <i>Strategic Marketing and Entrepreneurial Marketing</i>                                                                                                                                                 | Peningkatan pengetahuan tentang <i>marketing</i><br>Improving knowledge about marketing                                                                                                                        | 1                                        | 1,47                                        |
| 40 | Senior Manager                    | Online Training                     | Ujian CPMA ( <i>Certified Professional Management Accounting</i> )<br>CPMA Exam (Certified Professional Management Accounting)                                                                           | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 1,47                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                                                              | Tujuan Pelatihan<br>Training Objectives                                                                                     | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 41 | Senior Manager                    | In House Training                   | IHT Operasional Cement Mill dan Additif Semen                                                                                                                                                                                                                      | Peningkatan pengetahuan tentang operasional cement mill<br>Improving knowledge about knowledge about cement mill operations | 3                                        | 4,41                                        |
| 42 | Senior Manager                    | Online Training                     | Pendidikan Profesi Investor Relations<br>Investor Relations Professional Education                                                                                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                 | 1                                        | 1,47                                        |
| 43 | Senior Manager                    | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Increased Understanding of Gratification                                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                 | 1                                        | 1,47                                        |
| 44 | Senior Manager                    | Online Training                     | Driving Agile Performance Through Objective Key Result (OKR)                                                                                                                                                                                                       | Peningkatan wawasan<br>Improving knowledge about insight                                                                    | 3                                        | 4,41                                        |
| 45 | Senior Manager                    | Online Training                     | Organization Strategic Initiative                                                                                                                                                                                                                                  | Peningkatan kompetensi karyawan<br>Improving Employee competence                                                            | 1                                        | 1,47                                        |
| 46 | Senior Manager                    | Public Training                     | Diklat Glora Milinial BUMN<br>BUMN Millennial Gelora Training                                                                                                                                                                                                      | Peningkatan soft skill<br>Improving knowledge about soft skills                                                             | 1                                        | 1,47                                        |
| 47 | Senior Manager                    | Public Training                     | Diklat Srikandi<br>Srikandi Training                                                                                                                                                                                                                               | Program Kementerian BUMN<br>Ministry Programs                                                                               | 1                                        | 1,47                                        |
| 48 | Senior Manager                    | In House Training                   | IHT Fatigue Management System                                                                                                                                                                                                                                      | Peningkatan pengetahuan tentang keselamatan di pertambangan<br>Improving knowledge about safety in mining                   | 2                                        | 2,94                                        |
| 49 | Senior Manager                    | Online Training                     | Webinar Implementasi Industrial Audit, Human Right Diligence dan Respectful Workplace untuk Mendorong Keberlanjutan Perusahaan<br>Webinars on Industrial Audit Implementation, Human Rights Diligence and Respectful Workplace to Encourage Company Sustainability | Peningkatan soft skill<br>Improving knowledge about soft skills                                                             | 6                                        | 8,82                                        |
| 50 | Senior Manager                    | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Increased Understanding of Gratification                                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                 | 23                                       | 33,82                                       |
| 51 | Senior Manager                    | Online Training                     | ITDRI Confes Future Back: Trouble – Free Life Happens                                                                                                                                                                                                              | Peningkatan soft skill<br>Improving knowledge about soft skills                                                             | 5                                        | 7,35                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                             | Tujuan Pelatihan<br>Training Objectives                                          | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 52 | Senior Manager                    | Public Training                     | Sertifikasi Manager Energi<br>Energy Manager Certification                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                      | 1                                        | 1,47                                        |
| 53 | Senior Manager                    | Public Training                     | Sertifikasi Audit Operasional & Sertifikasi Dasar-dasar Audit<br>Certification & Audit Fundamentals Certification | Kebutuhan kompetensi jabatan<br>Job competency requirements                      | 1                                        | 1,47                                        |
| 54 | Senior Manager                    | Public Training                     | Markplus Conference 2023                                                                                          | Peningkatan pengetahuan tentang marketing<br>Improving knowledge about marketing | 2                                        | 2,94                                        |

### 3. Manager

| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                          | Tujuan Pelatihan<br>Training Objectives                                                                               | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 1  | Manager                           | Online Training                     | Grand AKHLAK Workshop Strategi Implementasi Juara<br>Grand AKHLAK Champion Implementation Strategy Workshop                                                                                                    | Peningkatan soft skill<br>Improving soft skills                                                                       | 4                                        | 3,03                                        |
| 2  | Manager                           | In House Training                   | Instruktur IHT Total Productive Maintenance<br>IHT Total Productive Maintenance Instructor                                                                                                                     | Sharing sesion tentang TPM dan meningkatkan skill mengajar<br>Sharing session about TPM and improving teaching skills | 16                                       | 12,12                                       |
| 3  | Manager                           | Online Training                     | FGD Penerapan Perlindungan Fungsi Reproduksi Pekerja Perempuan dan Penanggulangan Pekerja Anak<br>FGD Implementation of Protection of the Reproductive Function of Women Workers and Prevention of Child Labor | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of Human Capital                     | 2                                        | 1,52                                        |
| 4  | Manager                           | Online Training                     | Edukasi Tata Cara Perundingan PKB Bagi Serikat Pekerja / Serikat Buruh & Perusahaan<br>Education on Procedures for PKB Negotiations for Trade Unions / Labor Unions & Companies                                | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of Human Capital                     | 1                                        | 0,76                                        |
| 5  | Manager                           | Online Training                     | Webinar TFB 2022 – Penyusunan Kerta Kerja Rekonsiliasi Fiskal dan SPT PPh Badan<br>TFB 2022 Webinar – Compilation of Fiscal Reconciliation Worksheets and Corporate Income Tax Returns                         | Peningkatan kompetensi jabatan<br>Improving job competence                                                            | 12                                       | 9,09                                        |
| 6  | Manager                           | Online Training                     | Pelatihan Auditor Hukum<br>Legal Auditor Training                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                           | 1                                        | 0,76                                        |
| 7  | Manager                           | In House Training                   | Audit Sistem Manajemen SMSB<br>SMSB Management System Audit                                                                                                                                                    | Peningkatan pengetahuan tentang Manajemen SMSB<br>Improving knowledge about SMSB management                           | 11                                       | 8,33                                        |
| 8  | Manager                           | Online Training                     | SNI ISO 37001 : 2016                                                                                                                                                                                           | Peningkatan pengetahuan tentang anti penyuapan<br>Improving knowledge about anti-bribery                              | 14                                       | 10,61                                       |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                                           | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 9  | Manager                           | Online Training                     | SNI ISO 45001 : 2018                                                                                                                                                                                              | Peningkatan pengetahuan tentang SMK3<br>Improving knowledge about SMK3                            | 16                                       | 12,12                                       |
| 10 | Manager                           | In House Training                   | Sistem Internal Auditor ISO 9001 : 2015<br>Internal Auditor System ISO 9001 : 2015                                                                                                                                | Peningkatan kompetensi<br>Competency improvement                                                  | 9                                        | 6,82                                        |
| 11 | Manager                           | In House Training                   | Instruktur IHT Alignment Coupling<br>iHT Alignment Coupling Instructor                                                                                                                                            | Sharing session dan meningkatkan skill mengajar<br>Sharing sessions and improving teaching skills | 1                                        | 0,76                                        |
| 12 | Manager                           | In House Training                   | IHT P3K & CPR                                                                                                                                                                                                     | Peningkatan kompetensi<br>Competence improvement                                                  | 3                                        | 2,27                                        |
| 13 | Manager                           | Online Training                     | Flatter, More Agile Organization                                                                                                                                                                                  | Peningkatan kompetensi<br>Competence improvement                                                  | 4                                        | 3,03                                        |
| 14 | Manager                           | Online Training                     | Pelatihan Talent & Knowledge Management 2022<br>Talent & Knowledge Management Training 2022                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                       | 1                                        | 0,76                                        |
| 15 | Manager                           | Online Training                     | Pelatihan Modul "Commercial Management"<br>"Commercial Management" Module Training                                                                                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                                       | 1                                        | 0,76                                        |
| 16 | Manager                           | Public Training                     | Talkshow Preparing Human Capital for Business Recovery                                                                                                                                                            | Peningkatan soft skill<br>Improving soft skills                                                   | 1                                        | 0,76                                        |
| 17 | Manager                           | Public Training                     | Visitasi Laboratorium                                                                                                                                                                                             | Sharing knowledge                                                                                 | 3                                        | 2,27                                        |
| 18 | Manager                           | In House Training                   | IHT Penggunaan Aplikasi SMART Inspection<br>IHT Using the SMART Inspection Application                                                                                                                            | Peningkatan pengetahuan<br>Improving knowledge                                                    | 3                                        | 2,27                                        |
| 19 | Manager                           | Online Training                     | Training Online E-Learning<br>E-Learning Online Training                                                                                                                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                                       | 4                                        | 3,03                                        |
| 20 | Manager                           | Online Training                     | Sharing Session Sustainable, Resilient Operation Through Lean Organization                                                                                                                                        | Peningkatan pengetahuan<br>Improving knowledge                                                    | 4                                        | 3,03                                        |
| 21 | Manager                           | In House Training                   | Implementasi ISO 50001:2018<br>Implementation of ISO 50001:2018                                                                                                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                       | 5                                        | 3,79                                        |
| 22 | Manager                           | Public Training                     | Dialog Bersama Menteri BUMN dan Launching Implementasi Respectful Workplace Policy di BUMN<br>Dialogue with the Minister of SOEs and the Launching of the Implementation of a Respectful Workplace Policy in SOEs | Sharing knowledge                                                                                 | 2                                        | 1,52                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                         | Tujuan Pelatihan<br>Training Objectives                                                | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 23 | Manager                           | In House Training                   | Bimbingan Teknik Pengelolaan Layanan Informasi Publik<br>Public Information Service Management Technical Guidance                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                            | 7                                        | 5,30                                        |
| 24 | Manager                           | Online Training                     | Procurement and Purchasing Management                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                            | 1                                        | 0,76                                        |
| 25 | Manager                           | Online Training                     | Internal Auditor ISO 50001:2018 (Daring)<br>Internal Auditor ISO 50001:2018 (Online)                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                            | 24                                       | 18,18                                       |
| 26 | Manager                           | Aplikasi E-Learning (Online)        | Refreshment Safety Leadership 2022                                                                                                            | Penyegaran tentang Safety<br>Refreshment on Safety                                     | 132                                      | 100,00                                      |
| 27 | Manager                           | Online Training                     | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                                    | Peningkatan pengetahuan tentang industri 4.0<br>Improving knowledge about industry 4.0 | 18                                       | 13,64                                       |
| 28 | Manager                           | Online Training                     | Sharing Knowledge SAP Sub Modul Overview SAP, PP, QM, PM & MM                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                            | 68                                       | 51,52                                       |
| 29 | Manager                           | Online Training                     | Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of SOE AKHLAK                                                                           | Peningkatan soft skill<br>Improving soft skills                                        | 2                                        | 1,52                                        |
| 30 | Manager                           | Online Training                     | Urban Renewal Penyediaan Hunian Layak dan Terjangkau di Indonesia<br>Urban Renewal Provision of Decent and Affordable Housing in Indonesia    | Sharing knowledge                                                                      | 1                                        | 0,76                                        |
| 31 | Manager                           | Online Training                     | Online Training "Sosialisasi Pendanaan Riset Inovatif Produktif"<br>Online Training "Socialization of Productive Innovative Research Funding" | Sharing knowledge                                                                      | 31                                       | 23,48                                       |
| 32 | Manager                           | In House Training                   | IHT HIRADC                                                                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                            | 7                                        | 5,30                                        |
| 33 | Manager                           | Online Training                     | Refreshment Key User SAP Modul PM                                                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                            | 6                                        | 4,55                                        |
| 34 | Manager                           | Online Training                     | Roadshow Gerakan Nasional 1000 Startup Digital Tahun 2022<br>Roadshow for the National Movement of 1000 Digital Startups in 2022              | Peningkatan soft skill<br>Improving soft skills                                        | 1                                        | 0,76                                        |





| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                                                                                  | Tujuan Pelatihan<br>Training Objectives                                              | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 35 | Manager                           | Public Training                     | Sosialisasi Pelaksanaan Jaminan Sosial Tenaga Kerja dan Fasilitas Kesejahteraan Pekerja di Perusahaan dalam wilayah Kota Palembang<br>Dissemination of the Implementation of Workers' Social Security and Workers' Welfare Facilities in Companies in the City of Palembang            | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,76                                        |
| 36 | Manager                           | Public Training                     | Sosialisasi Pembinaan Teknis Persyaratan Kerja dan Konsultasi Program pada Perusahaan dan Pekerja/Buruh dalam wilayah Kota Palembang<br>Dissemination of Technical Guidance on Job Requirements and Program Consultation for Companies and Workers/Laborers in the Palembang City area | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,76                                        |
| 37 | Manager                           | Public Training                     | Pelatihan UI & UX Adobe Illustrator & XD<br>Adobe Illustrator and XD UI & UX training                                                                                                                                                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,76                                        |
| 38 | Manager                           | Public Training                     | Studi Banding PT Semen Gresik "Penurunan Faktor Clinker"<br>Comparative study PT Semen Gresik "Decreased Clinker Factor"                                                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 3                                        | 2,27                                        |
| 39 | Manager                           | Public Training                     | Studi Banding PT Solusi Bangun Indonesia "Alternative Fuel Rate (AFR)/Thermal Substitution Rate (TSR)"<br>Comparative Study of PT Solusi Bangun Indonesia "Alternative Fuel Rate (AFR)/Thermal Substitution Rate (TSR)"                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 2                                        | 1,52                                        |
| 40 | Manager                           | Public Training                     | Studi Banding PT Semen Tonasa "Pengaplikasian Expert Optimizer"<br>Comparative study PT Semen Tonasa "Expert Optimizer Application"                                                                                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 5                                        | 3,79                                        |
| 41 | Manager                           | Public Training                     | Studi Banding PT Semen Padang "Pengaplikasian Expert Optimizer"<br>Comparative study PT Semen Padang "Expert Optimizer Application"                                                                                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 2                                        | 1,52                                        |
| 42 | Manager                           | Public Training                     | Gather in Action, Research with Innovation Infrastructure Inspiration                                                                                                                                                                                                                  | Peningkatan pengetahuan bidang riset<br>Improving knowledge in the field of research | 1                                        | 0,76                                        |
| 43 | Manager                           | In House Training                   | IHT Pencegahan & Penanggulangan Kebakaran Site Panjang<br>IHT Panjang Site Fire Prevention and Management                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,76                                        |
| 44 | Manager                           | In House Training                   | Workshop Quality Alignment                                                                                                                                                                                                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 5                                        | 3,79                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                            | Tujuan Pelatihan<br>Training Objectives                                                     | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 45 | Manager                           | Online Training                     | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"                                                                                                              | Peningkatan pengetahuan tentang teknologi semen<br>Improving knowledge of cement technology | 11                                       | 8,33                                        |
| 46 | Manager                           | Online Training                     | One Day Online "Workshop Financial Modelling & Business Valuation"                                                                                                                               | Peningkatan pengetahuan tentang finance<br>Improving knowledge about finance                | 1                                        | 0,76                                        |
| 47 | Manager                           | Online Training                     | Tausiyah Online bersama Ketua IKADI Sumatra Barat<br>Online Tausiyah with the Head of IKADI West Sumatra                                                                                         | Penyegaran Jiwa<br>Soul Rejuvenation                                                        | 18                                       | 13,64                                       |
| 48 | Manager                           | Online Training                     | Workshop Penyelarasan Kurikulum Kompetensi Keahlian Teknik Permesinan (TPM)<br>Workshop on Alignment of Mechanical Engineering Skills (TPM) Competency Curriculum                                | Sharing knowledge                                                                           | 1                                        | 0,76                                        |
| 49 | Manager                           | Public Training                     | Industrial Unionism Workshop                                                                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 2                                        | 1,52                                        |
| 50 | Manager                           | Public Training                     | Pembentukan Gugus Tugas Kesetaraan dan Pencegahan Pelecehan Seksual di Tempat Kerja<br>Formation of the Equality and Prevention of Sexual Harassment in the Workplace Task Force                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 1                                        | 0,76                                        |
| 51 | Manager                           | Online Training                     | The Concept of Environmentally Friendly Technology to Build a New Capital City (IKN): "Sustainable Infrastructure for a Better Living"                                                           | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 33                                       | 25,00                                       |
| 52 | Manager                           | In House Training                   | Sharing Knowledge INDI 4.0                                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 16                                       | 12,12                                       |
| 53 | Manager                           | In House Training                   | Sharing Knowledge "Pelumas"                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 2                                        | 1,52                                        |
| 54 | Manager                           | Public Training                     | Pelatihan dan Sertifikasi Human Capital untuk level Staff/ pelaksana di bidang Human Capital<br>Human Capital Training and Certification for Staff/executive level in the field of Human Capital | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 1                                        | 0,76                                        |
| 55 | Manager                           | Online Training                     | The Balance Between Human Workers & Intelligent Robots                                                                                                                                           | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 51                                       | 38,64                                       |
| 56 | Manager                           | Public Training                     | Upgrading Hukum Dagang<br>Commercial Law Upgrading                                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 2                                        | 1,52                                        |
| 57 | Manager                           | Online Training                     | Mengenal Assessment dan Self Assessment GCG<br>Get to know the GCG Assessment and Self Assessment                                                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 3                                        | 2,27                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                                                                                                                                                                  | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 58 | Manager                           | Online Training                     | Webinar AKHLAK<br>"Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>AKHLAK Webinar "Improving Performance through the Application of AKHLAK Values"                                                                  | Peningkatan <i>soft skill</i><br>Improving soft skills                                                                                                                                                                   | 97                                       | 73,48                                       |
| 59 | Manager                           | In House Training                   | Instruktur IHT <i>Autonomous Maintenance, Planned Maintenance &amp; Focused Improvement</i><br>IHT <i>Autonomous Maintenance Instructor, Planned Maintenance &amp; Focused Improvement</i>                                        | <i>Sharing session tentang Autonomus, planed &amp; Focused Improvement</i> serta meningkatkan skill mengajar<br>Sharing sessions about <i>Autonomus, planned &amp; Focused Improvement</i> and improving teaching skills | 2                                        | 1,52                                        |
| 60 | Manager                           | Online Training                     | Webinar I2LI "Advanced Material Technology for Sustainable Lean Construction"                                                                                                                                                     | Peningkatan pengetahuan tentang konstruksi<br>Improving knowledge about construction                                                                                                                                     | 13                                       | 9,85                                        |
| 61 | Manager                           | Online Training                     | Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja x SIG Collaborative Webinar "Challenges and Opportunities for the Building Materials Industry in the Future" | <i>Sharing knowledge</i>                                                                                                                                                                                                 | 106                                      | 80,30                                       |
| 62 | Manager                           | Online Training                     | <i>Waste Management for Sustainable Environment and Business</i>                                                                                                                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 29                                       | 21,97                                       |
| 63 | Manager                           | Public Training                     | Bimbingan Teknis & Workshop Pengukuran Dampak Program TJSL Metode SROI<br>Technical Guidance & Workshop on Impact Measurement of the TJSL Program SROI Method                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 1                                        | 0,76                                        |
| 64 | Manager                           | Public Training                     | <i>International Quality &amp; Productivity Convention 2022</i>                                                                                                                                                                   | Pengetahuan tentang inovasi<br>Knowledge of innovation                                                                                                                                                                   | 1                                        | 0,76                                        |
| 65 | Manager                           | In House Training                   | IHT Operasional Cement Mill dan Additif Semen<br>IHT Operational Cement Mill and Additif Cement                                                                                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 7                                        | 5,30                                        |
| 66 | Manager                           | Online Training                     | <i>Strategic Man Power Planning</i>                                                                                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 1                                        | 0,76                                        |
| 67 | Manager                           | Online Training                     | <i>Sharing Session CO-Opetition and Integration</i>                                                                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 10                                       | 7,58                                        |
| 68 | Manager                           | Online Training                     | <i>Driving Agile Performance Through Objective Key Result (OKR)</i>                                                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 3                                        | 2,27                                        |
| 69 | Manager                           | Online Training                     | <i>Organization Strategic Initiative</i>                                                                                                                                                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                              | 1                                        | 0,76                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                                                                     | Tujuan Pelatihan<br>Training Objectives                                                                  | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 70 | Manager                           | Public Training                     | Diklat Glora Millennial BUMN SOE Millennial Gelora Training                                                                                                                                                                                                               | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                              | 1                                        | 0,76                                        |
| 71 | Manager                           | Public Training                     | Bimbingan Teknis Hubungan Keprotokolan Se-Sumsel Tahun 2022<br>Technical Guidance for South Sumatra Protocol Relations in 2022                                                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 1                                        | 0,76                                        |
| 72 | Manager                           | Public Training                     | Rekonsiliasi Data Wajib Laporkan LHKPN Tahun 2022<br>2022 LHKPN Compulsory Reporting Data Reconciliation                                                                                                                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 2                                        | 1,52                                        |
| 73 | Manager                           | In House Training                   | IHT <i>Fatigue Management System</i>                                                                                                                                                                                                                                      | Peningkatan pengetahuan tentang keselamatan pertambangan<br>Improving knowledge about mining safety      | 6                                        | 4,55                                        |
| 74 | Manager                           | Online Training                     | Webinar Implementasi <i>Industrial Audit, Human Right Diligence dan Respectful Workplace</i> untuk Mendorong Keberlanjutan Perusahaan<br>Webinars on Industrial Audit Implementation, Human Rights Diligence and Respectful Workplace to Encourage Company Sustainability | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Improving knowledge in the field of Human Capital | 6                                        | 4,55                                        |
| 75 | Manager                           | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Increased Understanding of Gratification                                                                                                                                                                                             | Peningkatan pengetahuan tentang gratifikasi<br>Improving knowledge about gratification                   | 53                                       | 40,15                                       |
| 76 | Manager                           | Public Training                     | Bimbingan Teknis <i>Upload Data Pekerja PT Semen Baturaja (Persero) Tbk di Portal Sitara</i><br>Technical Assistance for Uploading Employee Data of PT Semen Baturaja (Persero) Tbk on the Sitara Portal                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 1                                        | 0,76                                        |
| 77 | Manager                           | Online Training                     | ITDRI <i>Confes Future Back: Trouble – Free Life Happens</i>                                                                                                                                                                                                              | Peningkatan <i>soft skill</i><br>Improving soft skills                                                   | 4                                        | 3,03                                        |
| 78 | Manager                           | Online Training                     | Pijar Mahir <i>Live Class UI/UX "Build Your Own Design System"</i>                                                                                                                                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 3                                        | 2,27                                        |
| 79 | Manager                           | Online Training                     | Refreshment SAP Sub Modul QM                                                                                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 1                                        | 0,76                                        |
| 80 | Manager                           | Public Training                     | Sertifikasi Audit Operasional & Sertifikasi Dasar-dasar Audit<br>Operational Audit Certification & Audit Fundamentals Certification                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 2                                        | 1,52                                        |



#### 4. Supervisor

| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                          | Tujuan Pelatihan<br>Training Objectives                                                                                                          | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 1  | Supervisor                        | In House Training                   | Instruktur IHT Penggunaan Aplikasi SMART Inspection<br>IHT Instructor Using the SMART Inspection Application                                                                                                   | Sharing session tentang SMART Inspection dan meningkatkan skill mengajar<br>Sharing session about Smart Inspection and improving teaching skills | 4                                        | 1,47                                        |
| 2  | Supervisor                        | In House Training                   | IHT Penggunaan Aplikasi SMART Inspection Batch 3<br>IHT Using the SMART Inspection Batch 3 Application                                                                                                         | Peningkatan pengetahuan tentang cara Smart Inspection<br>Improving knowledge about how to Smart Inspection                                       | 7                                        | 2,57                                        |
| 3  | Supervisor                        | Online Training                     | Dasar-Dasar Audit<br>Audit Basics                                                                                                                                                                              | Sharing knowledge tentang dasar dasar audit<br>Sharing knowledge about the basics of auditing                                                    | 68                                       | 25,00                                       |
| 4  | Supervisor                        | Online Training                     | FGD Penerapan Perlindungan Fungsi Reproduksi Pekerja Perempuan dan Penanggulangan Pekerja Anak<br>FGD Implementation of Protection of the Reproductive Function of Women Workers and Prevention of Child Labor | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of Human Capital                                                | 4                                        | 1,47                                        |
| 5  | Supervisor                        | Online Training                     | Edukasi Tata Cara Perundingan PKB Bagi Serikat Pekerja/Serikat Buruh & Perusahaan<br>Education on Procedures for PKB Negotiations for Trade Unions/ Labor Unions & Companies                                   | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of Human Capital                                                | 4                                        | 1,47                                        |
| 6  | Supervisor                        | Online Training                     | Webinar TFB 2022 – Penyusunan Kerta Kerja Rekonsiliasi Fiskal dan SPT PPh Badan<br>TFB 2022 Webinar – Compilation of Fiscal Reconciliation Worksheets and Corporate Income Tax Returns                         | Peningkatan pengetahuan bidang Human Capital dan perpajakan<br>Improving knowledge in the field of Human Capital and taxation                    | 2                                        | 0,74                                        |
| 7  | Supervisor                        | In House Training                   | IHT Total Productive Maintenance                                                                                                                                                                               | Peningkatan pengetahuan tentang TPM<br>Improving knowledge about TPM                                                                             | 54                                       | 19,85                                       |
| 8  | Supervisor                        | In House Training                   | Audit Sistem Manajemen SMSB<br>SMSB Management System Audit                                                                                                                                                    | Peningkatan pengetahuan tentang manajemen SMSB<br>Improving knowledge about SMSB management                                                      | 14                                       | 5,15                                        |
| 9  | Supervisor                        | Online Training                     | SNI ISO 37001 : 2016                                                                                                                                                                                           | Peningkatan pengetahuan tentang anti penyuapan<br>Improving knowledge about anti-bribery                                                         | 10                                       | 3,68                                        |
| 10 | Supervisor                        | Online Training                     | SNI ISO 45001 : 2018                                                                                                                                                                                           | Peningkatan pengetahuan tentang SMK3<br>Improving knowledge about SMK3                                                                           | 16                                       | 5,88                                        |
| 11 | Supervisor                        | In House Training                   | Sistem Internal Auditor ISO 9001 : 2015<br>Internal Auditor ISO 9001 : 2015 System                                                                                                                             | Peningkatan Kompetensi<br>Competency Improvement                                                                                                 | 8                                        | 2,94                                        |
| 12 | Supervisor                        | In House Training                   | Instruktur IHT Alignment Coupling<br>IHT Alignment Coupling Instructor                                                                                                                                         | Sharing sesion dan meningkatkan skill mengajar<br>Sharing sessions and improving teaching skills                                                 | 1                                        | 0,37                                        |





| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                    | Tujuan Pelatihan<br>Training Objectives                                                                                                         | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 13 | Supervisor                        | In House Training                   | IHT P3K & CPR                                                                                                            | Peningkatan pengetahuan tentang tata cara CPR<br>Improving knowledge about CPR procedures                                                       | 7                                        | 2,57                                        |
| 14 | Supervisor                        | Online Training                     | Pelatihan Talent & Knowledge Management 2022<br>Talent & Knowledge Management Training 2022                              | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of HC                                                          | 2                                        | 0,74                                        |
| 15 | Supervisor                        | Online Training                     | Training Basic SAP Sub Modul Organization Management<br>Training Basic SAP Sub Modul Organization Management             | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 5                                        | 1,84                                        |
| 16 | Supervisor                        | Public Training                     | Visitasi Laboratorium<br>Laboratory Visits                                                                               | Sharing knowledge tentang laboratorium di cluster Infrastruktur BUMN<br>Sharing Knowledge about laboratories in the BUMN Infrastructure cluster | 4                                        | 1,47                                        |
| 17 | Supervisor                        | Public Training                     | Seminar Uji Layanan K3<br>K3 Service Test Seminar                                                                        | Peningkatan pengetahuan bidang K3<br>Improving K3 knowledge                                                                                     | 1                                        | 0,37                                        |
| 18 | Supervisor                        | Online Training                     | Training Online E-Learning<br>E-Learning Online Training                                                                 | Sharing knowledge tentang E-Learning<br>Sharing knowledge about E-Learning                                                                      | 2                                        | 0,74                                        |
| 19 | Supervisor                        | Online Training                     | Pelatihan Modul "Supply Chain Management" Batch 2<br>Batch 2 "Supply Chain Management" Module Training                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 1                                        | 0,37                                        |
| 20 | Supervisor                        | Online Training                     | Sharing Session Sustainable, Resilient Operation Through Lean Organization                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 5                                        | 1,84                                        |
| 21 | Supervisor                        | Public Training                     | Training Quality Excellence Activity (QEA) National Assessment                                                           | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 1                                        | 0,37                                        |
| 22 | Supervisor                        | Online Training                     | Pelatihan Kursus Pajak Terapan Brevet A,B dan C<br>Brevet A, B and C Applied Tax Course Training                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 1                                        | 0,37                                        |
| 23 | Supervisor                        | In House Training                   | Implementasi ISO 50001:2018<br>Implementation of ISO 50001:2018                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 25                                       | 9,19                                        |
| 24 | Supervisor                        | In House Training                   | Bimbingan Teknik Pengelolaan Layanan Informasi Publik<br>Public Information Service Management Technical Guidance        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 7                                        | 2,57                                        |
| 25 | Supervisor                        | Online Training                     | Diklat Audit SMKP (Daring)<br>SMKP Audit Training (Online)                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 1                                        | 0,37                                        |
| 26 | Supervisor                        | Online Training                     | Diklat Sertifikasi Pengawas Operasional Pertama (Daring)<br>First Operational Supervisor Certification Training (Online) | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 3                                        | 1,10                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training                             | Program Pelatihan<br>Training Program                                                                                                                                      | Tujuan Pelatihan<br>Training Objectives                                                                               | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 27 | Supervisor                        | In House Training                                               | Training Drone & Trimble Business Center (TBC) Advance with Photogrammetry                                                                                                 | Peningkatan pengetahuan tentang pemetaan tambang memakai drone<br>Improving knowledge about mine mapping using drones | 8                                        | 2,94                                        |
| 28 | Supervisor                        | In House Training                                               | IHT Pencegahan & Penanggulangan Kebakaran<br>IHT Fire Prevention and Control                                                                                               | Peningkatan pengetahuan tentang bahaya kebakaran<br>Improving knowledge about fire hazards                            | 2                                        | 0,74                                        |
| 29 | Supervisor                        | Online Training                                                 | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                                                                 | Peningkatan pengetahuan tentang industri 4.0<br>Improving knowledge about industry 4.0                                | 32                                       | 11,76                                       |
| 30 | Supervisor                        | Aplikasi E-Learning (Online)<br>E-Learning Application (Online) | Refreshment Baturaja Risk Containment 2022                                                                                                                                 | Penyegaran tentang safety<br>Refreshment on safety                                                                    | 201                                      | 73,90                                       |
| 31 | Supervisor                        | Online Training                                                 | Training Practical Data Visualizations Using Tableau                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                           | 3                                        | 1,10                                        |
| 32 | Supervisor                        | Online Training                                                 | PP, QM, PM & MM Sharing Knowledge SAP Sub Modul Overview                                                                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                           | 43                                       | 15,81                                       |
| 33 | Supervisor                        | Online Training                                                 | Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of SOE ACTIVITIES                                                                                                    | Peningkatan soft skill<br>Improving soft skills                                                                       | 2                                        | 0,74                                        |
| 34 | Supervisor                        | In House Training                                               | Urban Renewal Penyediaan Hunian Layak dan Terjangkau di Indonesia<br>Urban Renewal Provision of Decent and Affordable Housing in Indonesia                                 | Peningkatan soft skill<br>Improving soft skills                                                                       | 1                                        | 0,37                                        |
| 35 | Supervisor                        | In House Training                                               | IHT HIRADC                                                                                                                                                                 | Peningkatan pengetahuan tentang pemetaan bahaya<br>Improving knowledge about hazard mapping                           | 11                                       | 4,04                                        |
| 36 | Supervisor                        | Online Training                                                 | Roadshow Gerakan Nasional 1000 Startup Digital Tahun 2022<br>Roadshow for the National Movement of 1000 Digital Startups in 2022                                           | Peningkatan soft skill<br>Improving soft skills                                                                       | 6                                        | 2,21                                        |
| 37 | Supervisor                        | Public Training                                                 | Sosialisasi kepada Perusahaan dan Serikat PUK di Perusahaan dalam Wilayah Kota Palembang<br>Outreach to PUK Companies and Unions in Companies in the Palembang City Region | Peningkatan soft skill<br>Improving soft skills                                                                       | 1                                        | 0,37                                        |
| 38 | Supervisor                        | Public Training                                                 | Gather in Action, Research with Innovation Infrastructure Inspiration                                                                                                      | Peningkatan soft skill<br>Job competency requirements                                                                 | 1                                        | 0,37                                        |
| 39 | Supervisor                        | Public Training                                                 | Studi Banding PT Semen Gresik "Penurunan Faktor Clinker"<br>Comparative study PT Semen Gresik "Decreased Clinker Factor"                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                           | 4                                        | 1,47                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                   | Tujuan Pelatihan<br>Training Objectives                                                                  | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 40 | Supervisor                        | Public Training                     | Studi Banding PT Solusi Bangun Indonesia "Alternative Fuel Rate (AFR)/Thermal Substitution Rate (TSR)"<br>Comparative Study of PT Solusi Bangun Indonesia "Alternative Fuel Rate (AFR)/Thermal Substitution Rate (TSR)" | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 6                                        | 2,21                                        |
| 41 | Supervisor                        | Public Training                     | Studi Banding PT Semen Tonasa "Pengaplikasian Expert Optimizer"<br>Comparative study PT Semen Tonasa "Expert Optimizer Application"                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 2                                        | 0,74                                        |
| 42 | Supervisor                        | Public Training                     | Studi Banding PT Semen Padang "Pengaplikasian Expert Optimizer"<br>Comparative study PT Semen Padang "Expert Optimizer Application"                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 4                                        | 1,47                                        |
| 43 | Supervisor                        | Public Training                     | Training Inspeksi Beton<br>Concrete Inspection Training                                                                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 2                                        | 0,74                                        |
| 44 | Supervisor                        | In House Training                   | IHT Pencegahan & Penanggulangan Kebakaran Site Panjang<br>IHT Panjang Site Fire Prevention and Management                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 2                                        | 0,74                                        |
| 45 | Supervisor                        | In House Training                   | Workshop Quality Alignment                                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 4                                        | 1,47                                        |
| 46 | Supervisor                        | Online Training                     | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"                                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 20                                       | 7,35                                        |
| 47 | Supervisor                        | Online Training                     | Tausiyah Online bersama Ketua IKADI Sumatra Barat<br>Online Tausiyah with the Head of IKADI West Sumatra                                                                                                                | Penyegaran Jiwa<br>Soul Rejuvenation                                                                     | 21                                       | 7,72                                        |
| 48 | Supervisor                        | Public Training                     | Workshop Vulnerability and Compromised Assesment Sektor Industri<br>Industrial Sector Vulnerability and Compromised Assessment Workshop                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                              | 2                                        | 0,74                                        |
| 49 | Supervisor                        | Public Training                     | Stop Precarious Work                                                                                                                                                                                                    | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Improving knowledge in the field of Human Capital | 1                                        | 0,37                                        |
| 50 | Supervisor                        | Public Training                     | Pembentukan Gugus Tugas Kesetaraan dan Pencegahan Pelecehan Seksual di Tempat Kerja<br>Formation of the Equality and Prevention of Sexual Harassment in the Workplace Task Force                                        | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Improving knowledge in the field of Human Capital | 1                                        | 0,37                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                          | Tujuan Pelatihan<br>Training Objectives                                                                                                                                                                        | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 51 | Supervisor                        | Public Training                     | Lokakarya dan FGD Penyelenggaraan Program Studi Program Profesi Insinyur Universitas Sriwijaya Workshop and FGD Implementation of the Sriwijaya University Engineer Professional Study Program | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Improving knowledge in the field of Human Capital                                                                                                       | 1                                        | 0,37                                        |
| 52 | Supervisor                        | Online Training                     | <i>The Concept of Environmentally Friendly Technology to Build a New Capital City (IKN): "Sustainable Infrastructure for a Better Living"</i>                                                  | Sharing knowledge tentang teknologi IKN<br>Sharing knowledge about IKN technology                                                                                                                              | 2                                        | 0,74                                        |
| 53 | Supervisor                        | In House Training                   | Sharing Knowledge INDI 4.0                                                                                                                                                                     | Sharing knowledge tentang INDI 4.0<br>Sharing knowledge about INDI 4.0                                                                                                                                         | 5                                        | 1,84                                        |
| 54 | Supervisor                        | In House Training                   | Sharing Knowledge "Pelumas"<br>Sharing Knowledge "Lubricants"                                                                                                                                  | Peningkatan pengetahuan tentang pelumas<br>Improving knowledge about lubricants                                                                                                                                | 10                                       | 3,68                                        |
| 55 | Supervisor                        | Public Training                     | Dasar-Dasar Audit<br>Fundamentals of Auditing                                                                                                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 0,37                                        |
| 56 | Supervisor                        | Public Training                     | Pelatihan dan Sertifikasi <i>Human Capital</i> untuk level <i>Staff</i><br>Human Capital Training and Certification for Staff level                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 2                                        | 0,74                                        |
| 57 | Supervisor                        | Online Training                     | <i>The Balance Between Human Workers &amp; Intelligent Robots</i>                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 0,37                                        |
| 58 | Supervisor                        | Public Training                     | Upgrading Hukum Dagang<br>Commercial Law Upgrading                                                                                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 1                                        | 0,37                                        |
| 59 | Supervisor                        | Online Training                     | Pelatihan Tiara <i>Reliability User Conference</i> (TRUC 2022)<br>Tiara Reliability User Conference Training (TRUC 2022)                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 2                                        | 0,74                                        |
| 60 | Supervisor                        | Online Training                     | Mengenal <i>Assessment</i> dan <i>Self Assessment</i> GCG<br>Get to know the GCG Assessment and Self Assessment                                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 5                                        | 1,84                                        |
| 61 | Supervisor                        | Online Training                     | Webinar AKHLAK "Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>AKHLAK Webinar "Improving Performance through the Application of AKHLAK Values"                                  | Peningkatan <i>soft skill</i><br>Improving soft skills                                                                                                                                                         | 117                                      | 43,01                                       |
| 62 | Supervisor                        | In House Training                   | IHT <i>Emergency Response Team</i> Kebakaran<br>IHT Emergency Response Team Fire                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                    | 3                                        | 1,10                                        |
| 63 | Supervisor                        | In House Training                   | Instruktur IHT <i>Autonomous Maintenance, Planned Maintenance &amp; Focused Improvement</i><br>IHT Autonomous Maintenance Instructor, Planned Maintenance & Focused Improvement                | Sharing session tentang <i>Autonomus, planed &amp; Focused Improvement</i> serta meningkatkan skill mengajar<br>Sharing sessions about Autonomous, planned & Focused Improvement and improving teaching skills | 3                                        | 1,10                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                              | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 64 | Supervisor                        | In House Training                   | IHT Autonomous Maintenance, Planned Maintenance & Focused Improvement                                                                                                                                                             | Peningkatan pengetahuan tentang AM, PM & FI<br>Improving knowledge about AM, PM & FI | 58                                       | 21,32                                       |
| 65 | Supervisor                        | Online Training                     | Webinar I2LI "Advanced Material Technology for Sustainable Lean Construction"                                                                                                                                                     | Peningkatan pengetahuan tentang konstruksi<br>Improving knowledge about construction | 12                                       | 4,41                                        |
| 66 | Supervisor                        | In House Training                   | IHT Pengelolaan Limbah B3<br>IHT Hazardous Waste Management                                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 2                                        | 0,74                                        |
| 67 | Supervisor                        | Online Training                     | Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja x SIG Collaborative Webinar "Challenges and Opportunities for the Building Materials Industry in the Future" | Sharing knowledge                                                                    | 144                                      | 52,94                                       |
| 68 | Supervisor                        | Online Training                     | Waste Management for Sustainable Environment and Business                                                                                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 45                                       | 16,54                                       |
| 69 | Supervisor                        | Public Training                     | Training Teknis Reklamasi Lahan Bekas Tambang<br>Mine Land Reclamation Technical Training                                                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,37                                        |
| 70 | Supervisor                        | Public Training                     | International Quality & Productivity Convention 2022                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,37                                        |
| 71 | Supervisor                        | Online Training                     | Training Bahasa Pemrograman Java Fundamental & Java Spring boot<br>Java Fundamental Programming Language and Java Spring boot Training                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 3                                        | 1,10                                        |
| 72 | Supervisor                        | In House Training                   | IHT Operasional Cement Mill dan Additif Semen<br>IHT Operational Cement Mill and Cement Additives                                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 15                                       | 5,51                                        |
| 73 | Supervisor                        | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Increased Understanding of Gratification                                                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 3                                        | 1,10                                        |
| 74 | Supervisor                        | Online Training                     | Webinar Nasional Kepabeanaan<br>National Customs Webinar                                                                                                                                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,37                                        |
| 75 | Supervisor                        | Online Training                     | Strategic Man Power Planning                                                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 3                                        | 1,10                                        |
| 76 | Supervisor                        | Online Training                     | IAMI Management Accountants Conference 2022                                                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 1                                        | 0,37                                        |
| 77 | Supervisor                        | Online Training                     | Driving Agile Performance Through Objective Key Result (OKR)                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                          | 3                                        | 1,10                                        |





| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                                                              | Tujuan Pelatihan<br>Training Objectives                                                                         | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 78 | Supervisor                        | Online Training                     | Organization Strategic Initiative                                                                                                                                                                                                                                  | Peningkatan <i>soft skill</i><br>Improving <i>soft skills</i>                                                   | 2                                        | 0,74                                        |
| 79 | Supervisor                        | Online Training                     | Temu Karya Mutu & Produktivitas Nasional<br>National Quality & Productivity Work Gathering                                                                                                                                                                         | Peningkatan <i>soft skill</i><br>Improving <i>soft skills</i>                                                   | 4                                        | 1,47                                        |
| 80 | Supervisor                        | In House Training                   | IHT Fatigue Management System                                                                                                                                                                                                                                      | Peningkatan pengetahuan tentang keselamatan pertambangan<br>Improving knowledge about mining safety             | 9                                        | 3,31                                        |
| 81 | Supervisor                        | Online Training                     | Webinar Implementasi Industrial Audit, Human Right Diligence dan Respectful Workplace untuk Mendorong Keberlanjutan Perusahaan<br>Webinars on Industrial Audit Implementation, Human Rights Diligence and Respectful Workplace to Encourage Company Sustainability | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Improving knowledge in the field of <i>Human Capital</i> | 9                                        | 3,31                                        |
| 82 | Supervisor                        | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Increased Understanding of Gratification                                                                                                                                                                                      | Peningkatan pengetahuan tentang gratifikasi<br>Improving knowledge about gratification                          | 84                                       | 30,88                                       |
| 83 | Supervisor                        | Online Training                     | ITDRI Confes Future Back: Trouble – Free Life Happens                                                                                                                                                                                                              | Peningkatan <i>soft skill</i><br>Improving <i>soft skills</i>                                                   | 6                                        | 2,21                                        |
| 84 | Supervisor                        | Online Training                     | Pijar Mahir Live Class UI/UX “Build Your Own Design System”                                                                                                                                                                                                        | Peningkatan <i>soft skill</i><br>Improving <i>soft skills</i>                                                   | 6                                        | 2,21                                        |
| 85 | Supervisor                        | Online Training                     | Refreshment SAP Sub Modul QM                                                                                                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                     | 6                                        | 2,21                                        |

## 5. Non Staff

| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                  | Tujuan Pelatihan<br>Training Objectives                                                                                  | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 1  | ADM/OPR/MEC/ELEC/ANL              | In House Training                   | IHT Penggunaan Aplikasi SMART Inspection<br>IHT Using the SMART Inspection Application | Peningkatan pengetahuan tentang cara <i>Smart Inspection</i><br>Improving knowledge about how to <i>Smart Inspection</i> | 19                                       | 7,04                                        |
| 2  | ADM/OPR/MEC/ELEC/ANL              | In House Training                   | IHT Total Productive Maintenance                                                       | Peningkatan pengetahuan tentang TPM<br>Improving knowledge about TPM                                                     | 63                                       | 23,33                                       |
| 3  | ADM/OPR/MEC/ELEC/ANL              | In House Training                   | Audit Sistem Manajemen SMSB<br>SMSB Management System Audit                            | Peningkatan pengetahuan tentang manajemen SMSB<br>Improving knowledge about SMSB management                              | 1                                        | 0,37                                        |
| 4  | ADM/OPR/MEC/ELEC/ANL              | Online Training                     | SNI ISO 37001 : 2016                                                                   | Peningkatan pengetahuan tentang anti penyuapan<br>Improving knowledge about anti-bribery                                 | 1                                        | 0,37                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                          | Tujuan Pelatihan<br>Training Objectives                                                                                                                                       | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 5  | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | SNI ISO 45001 : 2018                                                                                                           | Peningkatan pengetahuan tentang SMK3<br>Improving knowledge about SMK3                                                                                                        | 10                                       | 3,70                                        |
| 6  | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Alignment Coupling                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 14                                       | 5,19                                        |
| 7  | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT P3K & CPR                                                                                                                  | Peningkatan pelatihan tentang CPR<br>Improving training on CPR                                                                                                                | 4                                        | 1,48                                        |
| 8  | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Sertifikasi Operator Genset (Daring)<br>Genset Operator Certification                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 2                                        | 0,74                                        |
| 9  | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Training Online E-Learning                                                                                                     | Sharing knowledge tentang E-Learning<br>Sharing knowledge about E-Learning                                                                                                    | 2                                        | 0,74                                        |
| 10 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Pelatihan Kursus Pajak Terapan Brevet A,B dan C<br>Brevet A, B and C Applied Tax Course Training                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 1                                        | 0,37                                        |
| 11 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | Implementasi ISO 50001:2018<br>Implementation of ISO 50001:2018                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 3                                        | 1,11                                        |
| 12 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | Bimbingan Teknik Pengelolaan Layanan Informasi Publik<br>Public Information Service Management Technical Guidance              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 8                                        | 2,96                                        |
| 13 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Training Petugas Pengambil Contoh<br>Sampling Officer Training                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 3                                        | 1,11                                        |
| 14 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | Training Drone & Trimble Business Center (TBC) Advance with Photogrammetry                                                     | Peningkatan pengetahuan tentang Trimble Business Center (TBC) Advance with Photogrammetry<br>Improving knowledge of Trimble Business Center (TBC) Advance with Photogrammetry | 3                                        | 1,11                                        |
| 15 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Pencegahan & Penanggulangan Kebakaran<br>IHT Fire Prevention and Control                                                   | Peningkatan pengetahuan tentang bahaya kebakaran<br>Improving knowledge about fire hazards                                                                                    | 34                                       | 12,59                                       |
| 16 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                     | Peningkatan pengetahuan tentang industri 4.0<br>Improving knowledge about industry 4.0                                                                                        | 27                                       | 10,00                                       |
| 17 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Aplikasi E-Learning (Online)        | Refreshment Baturaja Risk Containment 2022                                                                                     | Penyegaran tentang safety<br>Refreshment on safety                                                                                                                            | 169                                      | 62,59                                       |
| 18 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Sharing Knowledge SAP Sub Modul Overview SAP, PP, QM, PM & MM<br>Sharing Knowledge SAP Sub Modul Overview SAP, PP, QM, PM & MM | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                   | 18                                       | 6,67                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                      | Tujuan Pelatihan<br>Training Objectives                                                     | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 19 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training                     | Training Teknis Pengujian Beton<br>Testing Technical Training                                                                                                              | Peningkatan pengetahuan tentang beton<br>Improving knowledge about concrete                 | 1                                        | 0,37                                        |
| 20 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training                     | Training Titik Kritis Pengujian Semen Sesuai SNI<br>Cement Test Critical Point Training According to SNI                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 3                                        | 1,11                                        |
| 21 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | Urban Renewal Penyediaan Hunian Layak dan Terjangkau di Indonesia<br>Urban Renewal Provision of Decent and Affordable Housing in Indonesia                                 | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of HC      | 1                                        | 0,37                                        |
| 22 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Diklat Sertifikasi Pengawas Operasional Pertama (Daring)<br>First Operational Supervisor Certification Training (Online)                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 5                                        | 1,85                                        |
| 23 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT HIRADC                                                                                                                                                                 | Peningkatan pengetahuan tentang pemetaan bahaya<br>Improving knowledge about hazard mapping | 12                                       | 4,44                                        |
| 24 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Pencegahan & Penanggulangan Kebakaran Site Palembang<br>IHT Palembang Site Fire Prevention and Management                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 40                                       | 14,81                                       |
| 25 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Roadshow Gerakan Nasional 1000 Startup Digital Tahun 2022<br>Roadshow for the National Movement of 1000 Digital Startups in 2022                                           | Peningkatan soft skill<br>Improving soft skills                                             | 1                                        | 0,37                                        |
| 26 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Refreshment Training Key User SAP Modul PM                                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 5                                        | 1,85                                        |
| 27 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training                     | Pelatihan UI & UX Adobe Illustrator & XD<br>Adobe Illustrator and XD UI & UX training                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 2                                        | 0,74                                        |
| 28 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training                     | Studi Banding PT. Semen Tonasa "Pengaplikasian Expert Optimizer"<br>Comparative study PT. Tonas Cement "Expert Optimizer Application"                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 1                                        | 0,37                                        |
| 29 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Pencegahan & Penanggulangan Kebakaran Site Panjang<br>IHT Panjang Site Fire Prevention and Management                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 5                                        | 1,85                                        |
| 30 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | Workshop Quality Alignment<br>Workshop Quality Alignment                                                                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                                 | 4                                        | 1,48                                        |
| 31 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"<br>Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials" | Peningkatan pelatihan tentang teknologi semen<br>Job competency requirements                | 6                                        | 2,22                                        |
| 32 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Tausiyah Online bersama Ketua IKADI Sumatra Barat<br>Online Tausiyah with the Head of IKADI West Sumatra                                                                   | Penyegaran Jiwa<br>Soul Rejuvenation                                                        | 21                                       | 7,78                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                             | Tujuan Pelatihan<br>Training Objectives                                                                                                         | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 33 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Program "Yuk, Bagusin Sustainability Report                                                                                                                                                                                       | Peningkatan <i>soft skill</i><br>Improving soft skills                                                                                          | 1                                        | 0,37                                        |
| 34 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training                     | Stop Precarious Work                                                                                                                                                                                                              | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Improving knowledge in the field of HC                                                   | 1                                        | 0,37                                        |
| 35 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | Sharing Knowledge "Pelumas"<br>Sharing Knowledge "Lubricants"                                                                                                                                                                     | Peningkatan pengetahuan tentang pelumas<br>Improving knowledge about lubricants                                                                 | 5                                        | 1,85                                        |
| 36 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training                     | Pelatihan dan Sertifikasi <i>Human Capital</i> untuk level Staff<br>Human Capital Training and Certification for Staff level                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 1                                        | 0,37                                        |
| 37 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Webinar AKHLAK "Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>Moral Webinar "Improving Performance through the Application of AKHLAK Values"                                                                      | Peningkatan <i>soft skill</i><br>Improving soft skills                                                                                          | 104                                      | 38,52                                       |
| 38 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT <i>Emergency Response Team</i> Kebakaran<br>IHT Emergency Response Team Fire                                                                                                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 9                                        | 3,33                                        |
| 39 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT <i>Autonomous Maintenance, Planned Maintenance &amp; Focused Improvement</i>                                                                                                                                                  | Peningkatan pengetahuan tentang AM, PM & FI<br>Improving knowledge about AM, PM & FI                                                            | 130                                      | 48,15                                       |
| 40 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Pengelolaan Limbah B3<br>IHT Hazardous Waste Management                                                                                                                                                                       | Peningkatan pengetahuan tentang pengelolaan limbah B3<br>Improving knowledge about B3 waste management                                          | 10                                       | 3,70                                        |
| 41 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja x SIG Collaborative Webinar "Challenges and Opportunities for the Building Materials Industry in the Future" | Sharing knowledge tentang tantangan industri semen di masa depan<br>Sharing knowledge about the challenges of the cement industry in the future | 101                                      | 37,41                                       |
| 42 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Waste Management for Sustainable Environment and Business                                                                                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 26                                       | 9,63                                        |
| 43 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Training Bahasa Pemrograman Java Fundamental & Java Spring boot<br>Fundamental Programming Language and Java Spring Boot Training                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 2                                        | 0,74                                        |
| 44 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Operasional <i>Cement Mill</i> dan Additif Semen<br>IHT Operasional Cement Mill and Additif Semen                                                                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 2                                        | 0,74                                        |
| 45 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Strategic Man Power Planning                                                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 1                                        | 0,37                                        |
| 46 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training<br>Public Training  | Temu Karya Mutu & Produktivitas Nasional<br>National Quality & Productivity Work Gathering                                                                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     | 2                                        | 0,74                                        |



| No | Jenjang Jabatan<br>Position Level | Jenis Pelatihan<br>Type of Training | Program Pelatihan<br>Training Program                                                                                                                                                                                                                              | Tujuan Pelatihan<br>Training Objectives                                                               | Jumlah Peserta<br>Number of participants | % Per Level Jabatan<br>% Per Position Level |
|----|-----------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------|
| 47 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Public Training<br>Public Training  | Bimbingan Teknis Hubungan Keprotokolan Se-Sumsel Tahun 2022<br>Technical Guidance for South Sumatra Protocol Relations in 2022                                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                           | 1                                        | 0,37                                        |
| 48 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | In House Training                   | IHT Fatigue Management System                                                                                                                                                                                                                                      | Peningkatan pengetahuan tentang bahaya di pertambangan<br>Improving knowledge about hazards in mining | 24                                       | 8,89                                        |
| 49 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Webinar Implementasi Industrial Audit, Human Right Diligence dan Respectful Workplace untuk Mendorong Keberlanjutan Perusahaan<br>Webinars on Industrial Audit Implementation, Human Rights Diligence and Respectful Workplace to Encourage Company Sustainability | Peningkatan pengetahuan bidang Human Capital<br>Improving knowledge in the field of Human Capital     | 2                                        | 0,74                                        |
| 50 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Peningkatan Pemahaman Gratifikasi<br>Increased Understanding of Gratification                                                                                                                                                                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                                           | 51                                       | 18,89                                       |
| 51 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | ITDRI Confess Future Back: Trouble – Free Life Happens                                                                                                                                                                                                             | Pengembangan soft skill<br>Development of soft skills                                                 | 6                                        | 2,22                                        |
| 52 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Pijar Mahir Live Class UI/UX “ Build Your Own Design System”                                                                                                                                                                                                       | Pengembangan soft skill<br>Development of soft skills                                                 | 4                                        | 1,48                                        |
| 53 | ADM/OPR/<br>MEC/ELEC/<br>ANL      | Online Training                     | Refreshment SAP Sub Modul QM                                                                                                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                           | 5                                        | 1,85                                        |

## Biaya Pengembangan Kompetensi Karyawan

Perusahaan memiliki komitmen yang besar untuk terus meningkatkan kapasitas dan kualitas sumber daya manusia yang dimilikinya. Komitmen tersebut salah satunya diwujudkan dengan penyediaan anggaran investasi pada program pengembangan kompetensi karyawan secara berkelanjutan. Realisasi biaya pengembangan kompetensi karyawan pada tahun 2022 tercatat sebesar Rp1,15 miliar mengalami peningkatan 34,90% atau setara dengan Rp297 juta dibandingkan tahun 2021 yang sebesar Rp851 juta.

## Employee Competency Development Costs

The Company is strongly committed to continuously improving the capacity and quality of its human resources, which is reflected in its ongoing investment in employee competency development programs. In 2022, the Company allocated an investment budget of IDR1.15 billion for employee competency development, representing an increase of 34.90% or IDR297 million compared to 2021's budget of IDR851 million.

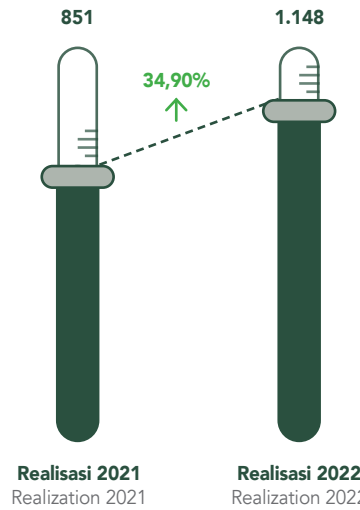
**Biaya Pengembangan Kompetensi Karyawan Tahun 2021-2022**  
Costs of Employee Competency Development in 2021-2022

|                                                                  | Realisasi 2022<br>(Rp Juta)<br>Realization 2022<br>(IDR Million) | Realisasi 2021<br>(Rp Juta)<br>Realization 2021<br>(IDR Million) | Kenaikan (Penurunan)<br>Increase (decrease)      |                                 |
|------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------|---------------------------------|
|                                                                  |                                                                  |                                                                  | Nominal<br>(Rp Juta)<br>Nominal<br>(IDR Million) | Persentase<br>Percentage<br>(%) |
| Biaya Pengembangan Kompetensi<br>Costs of Competency Development | 1.148                                                            | 851                                                              | 297                                              | 34,90 ↑                         |





### Biaya Pengembangan Kompetensi Karyawan 2021-2022 (Rp-juta) Employee Competency Development Costs 2021-2022 (IDR-million)



### Rencana Pengembangan Kompetensi Karyawan ke Depan

Di tahun 2023, Perusahaan menganggarkan biaya pengembangan kompetensi karyawan sebesar Rp4,32 miliar meningkat 259,58% dibandingkan anggaran tahun 2022 yang sebesar Rp1,20 miliar.

Hal tersebut lebih dikarenakan adanya program transformasi budaya AKHLAK dan pengembangan SDM Unggul yang akan diimplementasikan mulai dari level Jabatan *Manager* hingga *Vice President* dan juga terdapat program *Leadership Development Program*.

Adapun program pengembangan kompetensi karyawan yang telah disusun berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023, adalah sebagai berikut:

1. Talent Management Training
2. Assessment Karyawan
3. Executive Development Program
4. Sertifikasi Profesi
5. Biaya Beasiswa S2
6. Pengembangan Sistem Manajemen Talenta
7. Transformasi Budaya AKHLAK
8. Digital Talent BUMN
9. Keikutsertaan I2LI & I2RI

### Future Plan of Employee Competency Development

For 2023, the Company has budgeted IDR4.32 billion for employee competency development costs, which represents a significant increase of 259.58% compared to the 2022 budget of IDR1.20 billion.

This Increase is mainly due to the implementation of the AKHLAK cultural transformation program and the development of superior human resources, which will target employees from the Manager to Vice President levels, as well as the Leadership Development Program.

The employee competency development program that has been prepared based on the 2023 Company Work Plan and Budget (RKAP), is as follows:

1. Talent Management Training
2. Employee Assessment
3. Executive Development Program
4. Professional Certification
5. Masters Scholarship Fee
6. Development of a Talent Management System
7. Cultural Transformation of AKHLAK
8. BUMN Digital Talent
9. Participation of I2LI & I2RI

**Informasi terkait pengelolaan dan pengembangan Sumber Daya Manusia (SDM) yang dilakukan Perusahaan, telah disajikan secara komprehensif pada pembahasan Sumber Daya Manusia di bab Fungsi Penunjang Bisnis dalam Laporan Tahunan ini.**

**Comprehensive information on the management and development of human resources (HR) by the Company has been presented in the Human Resources discussion of the Business Support Functions chapter in this Annual Report.**



# PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS DEWAN KOMISARIS, SEKRETARIS PERUSAHAAN, UNIT AUDIT INTERNAL, DAN UNIT MANAJEMEN RISIKO

EDUCATION AND/OR TRAINING FOR THE BOARD OF  
COMMISSIONERS, THE BOARD OF DIRECTORS, COMMITTEES,  
SECRETARY OF THE BOARD OF COMMISSIONERS, CORPORATE  
SECRETARY, INTERNAL AUDIT UNIT, AND RISK MANAGEMENT UNIT

Berikut informasi tentang program peningkatan kompetensi Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Dewan Komisaris, Sekretaris Perusahaan, Unit Audit Internal, dan Unit Manajemen Risiko di sepanjang tahun 2022.

Here is information about the competence enhancement program for the Board of Commissioners, Board of Directors, Committees, Secretary to the Board of Commissioners, Corporate Secretary, Internal Audit Unit, and Risk Management Unit throughout 2022.

| Nama dan Jabatan<br>Name and title   | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                   | Tempat/Tanggal<br>Place/Date                         | Penyelenggara<br>Organizer                                                                                                    |
|--------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>Direksi</b><br>Board Of Directors |                                                                   |                                                                                                                                                                                                                                                                                                                                                                       |                                                      |                                                                                                                               |
| Daconi Khotob                        | Online Training                                                   | Webinar AKHLAK Series<br>AKHLAK Series Webinar                                                                                                                                                                                                                                                                                                                        | Virtual/11 Oktober 2022<br>Virtual/ October 11, 2022 | Semen Baturaja                                                                                                                |
|                                      | Online Training                                                   | Webinar Kolaborasi SIG & SMBR<br>SIG & SMBR Collaboration Webinar                                                                                                                                                                                                                                                                                                     | Virtual/12 Oktober 2022<br>Virtual/ October 12, 2022 | SIG                                                                                                                           |
|                                      | Online Training                                                   | FGD Side Event G20 Indonesia<br>"Digital Economy to Support SDG's"<br>G20 Indonesia Side Event FGD<br>"Digital Economy to Support SDG's"                                                                                                                                                                                                                              | Virtual/08 Agustus 2022<br>Virtual/ August 08, 2022  | Kementerian Koperasi & UKM RI                                                                                                 |
|                                      | Training Umum<br>General Training                                 | Seminar Jilid IV Masyarakat Profesional Sumatra Bagian Selatan (Maspro Sumbagsel) dengan Tema : Komitmen "Dulur Kito" Mengakselerasi Konektivitas Sumbagsel untuk Kemajuan Nusantara - Indonesia<br>Seminar Stage IV Maspro Sumbagsel - Theme: "Dulur Kito" Commitment to Accelerate Connectivity of South Sumatra for the Advancement of the Archipelago - Indonesia | Lampung/05 Agustus 2022<br>Lampung/ August 05, 2022  | Masyarakat Profesional Sumatra Bagian Selatan (Maspro Sumbagsel)<br>Southern Sumatran Professional Society (Maspro Sumbagsel) |



| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                       | Tempat/Tanggal<br>Place/Date                       | Penyelenggara<br>Organizer                                                                                                    |
|------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|                                    | Training Umum<br>General Training                                 | Seminar Jilid III Maspro Sumbagsel - Tema : Komitmen "Dulur Kito" dalam Meningkatkan Ketahanan Pangan Melalui Optimalisasi Keberadaan Ekosistem BUMN Bersinergi dengan Program Sumsel Mandiri Pangan Pemprov Sumatra Selatan<br>Seminar Stage III Maspro Sumbagsel - Theme: "Dulur Kito" Commitment in Improving Food Resistance through Optimizing the Existence of the SOE Ecosystem in Synergy with the South Sumatra Provincial Government's Independent Food Program | Palembang/19 Juni 2022<br>Palembang/June 19, 2022  | Masyarakat Profesional Sumatra Bagian Selatan (Maspro Sumbagsel)<br>Southern Sumatran Professional Society (Maspro Sumbagsel) |
|                                    | Online Training                                                   | Webinar Nasional Pengawasan Intern Tahun 2022 dengan Tema "Kawal Produk Dalam Negeri Untuk Bangsa Mandiri"<br>The 2022 National Internal Supervision Webinar with the theme "Guarding Domestic Products for an Independent Nation"                                                                                                                                                                                                                                        | Virtual/14 Juni 2022<br>Virtual/June 14, 2022      | BPKP                                                                                                                          |
|                                    | Training Umum<br>General Training                                 | Seminar Jilid II Maspro Sumbagsel - Tema "Membangun Aglomerasi Sumbagsel Jilid II " Komitmen "Dulur Kito" Mewujudkan Konektivitas Sumbagsel untuk Nusantara - Indonesia<br>Seminar Stage II Maspro Sumbagsel - Theme "Building a Agglomeration of Sumbagsel Volume II " Commitment of "Dulur Kito" Realizing Connectivity of South Sumatra for the Archipelago - Indonesia                                                                                                | Jakarta/16 April 2022<br>Jakarta/April 16, 2022    | Masyarakat Profesional Sumatra Bagian Selatan (Maspro Sumbagsel)<br>Southern Sumatran Professional Society (Maspro Sumbagsel) |
|                                    | Training Umum<br>General Training                                 | Webinar Perlindungan Pekerja dan Pelaku Usaha melalui Jaminan Sosial Ketenagakerjaan dalam Rangka Bulan K3 Nasional<br>Webinar on the Protection of Workers and Business Actors Through Employment Social Security in the Context of the National K3 Month                                                                                                                                                                                                                | Virtual/Februari 2022<br>Virtual/February 2022     | Semen Baturaja x BPJS Ketenagakerjaan<br>Semen Baturaja x BPJS Ketenagakerjaan                                                |
| Mukhamad Saifudin                  | Training Umum<br>General Training                                 | Seminar Jilid IV Maspro Sumbagsel - Tema : Komitmen "Dulur Kito" Mengakselerasi Konektivitas Sumbagsel untuk Kemajuan Nusantara - Indonesia<br>Seminar Volume IV of the Professional Society of Southern Sumatra (Maspro Sumbagsel) with the theme: "Dulur Kito" Commitment to Accelerate Connectivity of South Sumatra for the Advancement of the Archipelago - Indonesia                                                                                                | Lampung/05 Agustus 2022<br>Lampung/August 05, 2022 | Masyarakat Profesional Sumatra Bagian Selatan (Maspro Sumbagsel)<br>Southern Sumatran Professional Society (Maspro Sumbagsel) |



| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                      | Tempat/Tanggal<br>Place/Date                                                | Penyelenggara<br>Organizer                                |
|------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------|
|                                    | Training Umum<br>General Training                                 | Seminar "Semen Ramah Lingkungan untuk Properti, Infrastruktur, Proyek Strategis, dan Pembangunan Ibu Kota Negara Baru Menuju Zero Emission"<br>Seminar "Environmentally Friendly Cement for Property, Infrastructure, Strategic Projects, and Development of New National Capitals Towards Zero Emission"                                                                                | Balikpapan/13 Oktober 2022<br>Balikpapan/October 13, 2022                   | Asosiasi Semen Indonesia<br>Indonesian Cement Association |
|                                    | Online Training                                                   | Webinar Kolaborasi SMBR x SIG: Tantangan dan Peluang Industri Industri Bahan Bangunan Masa Depan<br>SMBR x SIG Collaborative Webinar: Challenges and Opportunities for the Building Materials Industry in the Future                                                                                                                                                                     | Virtual/12 Oktober 2022<br>Virtual/October 12, 2022                         | SIG                                                       |
|                                    | Online Training                                                   | Webinar AKHLAK Series<br>AKHLAK Series Webinar                                                                                                                                                                                                                                                                                                                                           | Virtual/11 Oktober 2022<br>Virtual/October 11, 2022                         | Semen Baturaja                                            |
|                                    | Online Training                                                   | Sharing Session Market Outlook Industri Semen<br>Sharing Session Market Outlook for the Cement Industry                                                                                                                                                                                                                                                                                  | Virtual/13 September 2022<br>Virtual /September 13, 2022                    | Semen Baturaja                                            |
|                                    | Online Training                                                   | Webinar Outlook Ekonomi 2022<br>Economic Outlook Webinar 2022                                                                                                                                                                                                                                                                                                                            | Virtual/26 Januari 2022<br>Virtual/January 26, 2022                         | Asosiasi Semen Indonesia<br>Indonesian Cement Association |
| Suherman Yahya                     | Online Training                                                   | PAKAR Workshop "Strategi Penagihan Praktis dan Efektif atas Piutang Macet"<br>PAKAR Workshop "Practical and Effective Collection Strategies for Bad Debt"                                                                                                                                                                                                                                | Virtual/03 Desember 2022<br>Virtual/December 03, 2022                       | PAKAR                                                     |
|                                    | Online Training                                                   | Global Business Savvy                                                                                                                                                                                                                                                                                                                                                                    | Virtual/27 Oktober 2022<br>Virtual/October 27, 2022                         | Airlangga Executive Education Center                      |
|                                    | Online Training                                                   | Onboarding Directorship Program Angkatan 5:<br><ul style="list-style-type: none"> <li>Modul 1 - Arahkan Strategis KBUMN</li> <li>Modul 2 - Ensuring Business Sustainability through GCG and Corporate Law &amp; Compliance</li> <li>Modul 3 - Finance for Senior Executive: "Maximizing Shareholder's Value"</li> <li>Modul 4 - Formulating Impactful Value Creation Strategy</li> </ul> | Virtual/20 Juli - 08 September 2022<br>Virtual/July 20 - September 08, 2022 | Kementerian BUMN<br>Ministry of SOE                       |



| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Tempat/Tanggal<br>Place/Date                        | Penyelenggara<br>Organizer                                                                      |
|------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------|
|                                    |                                                                   | <ul style="list-style-type: none"> <li>Modul 5 - Managing Harmonious Relationship with Stakeholders</li> <li>Modul 6 - Driving Innovation through Digital Transformation</li> <li>Modul 7 - Leader's Role in Human Capital Management</li> <li>Modul 8 - BUMN Executive Onboarding Simulation</li> <li>Pemimpin efektif &amp; transformasional berbasis AKHLAK</li> <li>Module 1 - KBUMN Strategic Direction</li> <li>Module 2 - Ensuring Business Sustainability through GCG and Corporate Law &amp; Compliance</li> <li>Module 3 - Finance for Senior Executive: "Maximizing Shareholder's Value"</li> <li>Module 4 - Formulating Impactful Value Creation Strategy</li> <li>Module 5 - Managing Harmonious Relationship with Stakeholders</li> <li>Module 6 - Driving Innovation through Digital Transformation</li> <li>Module 7 - Leader's Role in Human Capital Management</li> <li>Module 8 - SOEs Executive Onboarding Simulation</li> <li>Effective &amp; transformational leader based on AKHLAK</li> </ul> |                                                     |                                                                                                 |
|                                    | Training Umum<br>General Training                                 | Sertifikasi Pengetahuan Dasar di Bidang Dana Pensiun<br>Basic Knowledge Certification in the Field of Pension Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Jakarta/15 Juli 2022<br>Jakarta/July 15, 2022       | Lembaga Sertifikasi Profesi Dana Pensiun<br>Pension Fund Professional Certification Institution |
|                                    | Training Umum<br>General Training                                 | Diklat Manajemen Umum Dana Pensiun Angkatan CCVIII<br>CCVIII Pension Fund General Management Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Jakarta/11-14 Juli 2022<br>Jakarta/July 11-14, 2022 | Perkumpulan ADPI<br>ADP Association                                                             |
|                                    | Online Training                                                   | FEI Academy New Normal Series-8 dengan Tema "Green Leadership"<br>FEI Academy New Normal Series-8 with the theme "Green Leadership"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Virtual/30 Juni 2022<br>Virtual/June 30, 2022       | Forum Energizing Indonesia ILUNI DTGPK<br>Energizing Indonesia Forum ILUNI DTGPK                |
|                                    | Online Training                                                   | Governance, Risk and Compliance Professional Advanced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Virtual/20 Juni 2022<br>Virtual/June 20, 2022       | MOTEKAR Edukasi Indonesia<br>MOTEKAR Education Indonesia                                        |
|                                    | Online Training                                                   | National Seminar "Sustainable Infrastructure For Sustainability of Nusantara" pada Civil Engineering Innovation Contest Season X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Virtual/01-02 Juni 2022<br>Virtual/June 01-02, 2022 | Fakultas Teknik Universitas Diponegoro<br>Diponegoro University Faculty of Engineering          |
|                                    | Online Training                                                   | Webinar Effective Leadership Communication Master Class, "The Secret of Effective Communication for Super Leader to Create a Super Team"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Virtual/22 Mei 2022<br>Virtual/May 22, 2022         | ELC Master Class                                                                                |





| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                              | Tempat/Tanggal<br>Place/Date                                    | Penyelenggara<br>Organizer                               |
|------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|
| Tubagus M. Dharury                 | Online Training                                                   | 2nd Virtual Asian Cement Conference 2022                                                                                                                                                                                                                         | Virtual/01 Maret 2022<br>Virtual/March 01, 2022                 | Asian Cement                                             |
|                                    | Online Training                                                   | Kuliah Umum Menteri BUMN "Peran BUMN dalam Transformasi Pembangunan Berkelanjutan"<br>General Lecture of the Minister of SOE "The Role of SOE in the Transformation of Sustainable Development"                                                                  | Virtual/18 Februari 2022<br>Virtual/February 18, 2022           | Magister Manajemen FEB-UI<br>Master of Management FEB-UI |
|                                    | Online Training                                                   | Online Training Kupas Tuntas Cara Program Pengungkapan Sukarela (PPS) Sesuai PerMenkeu No.196/PMK.03/2021<br>Comprehensive Online Training about Method of Voluntary Disclosure Program (PPS) According to the Minister of Finance Regulation No.196/PMK.03/2021 | Virtual/05 Januari 2022<br>Virtual/January 05, 2022             | Pratama Indomitra Kreston                                |
|                                    | Online Training                                                   | Webinar Implementasi PSAK 7 Series (71,72,73) di Masa Pandemi: Sharing Perusahaan Terdampak<br>PSAK 7 Series Implementation Webinar (71,72,73) during the Pandemic Period: Sharing Affected Companies                                                            | Virtual/15 Januari 2022<br>Virtual/January 15, 2022             | IAMI                                                     |
|                                    | Online Training                                                   | Online Training Fenomena Ghazali, NFT (Non Fungible Token), dan Pajak<br>Online Training on the Ghazali Phenomenon, NFT (Non-Fungible Token), and Taxes                                                                                                          | Virtual/19 Januari 2022<br>Virtual/January 19, 2022             | Pratama Indomitra Kreston                                |
|                                    | Online Training                                                   | Online Training Teknik Ekualisasi PPh Badan 2022<br>Online Training for 2022 Corporate Income Tax Equalization Techniques                                                                                                                                        | Virtual/26 Januari 2022<br>Virtual/January 26, 2022             | Pratama Indomitra Kreston                                |
|                                    | Online Training                                                   | Online Training Kupas Tuntas OECD Transfer Pricing Guideline 2022 (Jilid 2 & 3)<br>Comprehensive Online Training about OECD Transfer Pricing Guideline 2022 (Volume 2 & 3)                                                                                       | Virtual/09 & 16 Februari 2022<br>Virtual/February 09 & 16, 2022 | Pratama Indomitra Kreston                                |
|                                    | Online Training                                                   | Webinar Penerapan UU Harmonisasi Peraturan Perpajakan di Tahun 2022<br>Implementation of the Law on Harmonization of Tax Regulations in 2022                                                                                                                     | Virtual/19 Februari 2022<br>Virtual/February 19, 2022           | IAMI                                                     |
|                                    | Online Training                                                   | Online Training Kupas Tuntas PMK Turunan UU HPP (Jilid 1 dan 2)<br>Comprehensive Online Training of FMD Derivatives of HPP Law (Volume 1 & 2)                                                                                                                    | Virtual/13 & 20 April 2022<br>Virtual/April 13 & 20, 2022       | Pratama Indomitra Kreston                                |
|                                    | Online Training                                                   | Online Training Kupas Tuntas (Lagi) Aturan Faktur Pajak Sesuai Per-03/2022<br>Comprehensive Online Training (Again) of Tax Invoice Rules According to Per-03/2022                                                                                                | Virtual/08 & 11 Juni 2022<br>Virtual/June 08 & 11, 2022         | Pratama Indomitra Kreston                                |



| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                              | Tempat/Tanggal<br>Place/Date                                 | Penyelenggara<br>Organizer                                                                                                                       |
|------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | Online Training                                                   | Online Training Program Pengungkapan Sukarela (PPS) di Kesempatan Terakhir<br>Online Training of Voluntary Disclosure Program (PPS) at the Last Chance                                                                                                                                                           | Virtual/15 Juni 2022<br>Virtual/June 15, 2022                | Pratama Indomitra Kreston                                                                                                                        |
|                                    | Online Training                                                   | Webinar Capital Structure Decision and Financing Mix                                                                                                                                                                                                                                                             | Virtual/25 Juni 2022<br>Virtual/June 25, 2022                | IAMI                                                                                                                                             |
|                                    | Online Training                                                   | Webinar Mengenal GCG<br>Webinar Getting to Know GCG                                                                                                                                                                                                                                                              | Virtual/19 Juli 2022<br>Virtual/July 19, 2022                | Pratama Indomitra Kreston                                                                                                                        |
|                                    | Online Training                                                   | Webinar ICAEW - IAMI Joint Thought Leadership Session                                                                                                                                                                                                                                                            | Virtual/20 Juli 2022<br>Virtual/July 20, 2022                | ICAEW IMAMI                                                                                                                                      |
|                                    | Online Training                                                   | Webinar Pengenalan Enterprise Risk Management COSO 2017 & ISO 31000:2018<br>Webinar Introduction to Enterprise Risk Management COSO 2017 and ISO 31000:2018                                                                                                                                                      | Virtual/23 Juli 2022<br>Virtual/July 23, 2022                | IAMI                                                                                                                                             |
|                                    | Online Training                                                   | Webinar Kupas Tuntas PSAK 73 Sewa dan Isu Pajak Terkait (Jilid 3)<br>Comprehensive Webinar of PSAK 73 Rent and Related Tax Issues (Volume 3)                                                                                                                                                                     | Virtual/27 Juli 2022<br>Virtual/July 27, 2022                | Pratama Indomitra Kreston                                                                                                                        |
|                                    | Online Training                                                   | Webinar Kupas Tuntas NIK & NPWP digabung Sesuai PMK 11/2022: Era Baru Kebijakan Satu Data Indonesia (Jilid 1 & 2)<br>Comprehensive Webinar of NIK & NPWP Merged According to PMK 11/2022: New Era of Indonesia's One Data Policy (SDI) (Volume 1 & 2)                                                            | Virtual/02 & 24 Agustus 2022<br>Virtual/August 02 & 24, 2022 | Pratama Indomitra Kreston                                                                                                                        |
|                                    | Online Training                                                   | Seminar Jilid IV Maspro Sumbagsel - Tema : Komitmen "Dulur Kito" Mengakselerasi Konektivitas Sumbagsel untuk Kemajuan Nusantara - Indonesia<br>Seminar Stage IV Maspro Sumbagsel - Theme: "Dulur Kito" Commitment to Accelerate Connectivity of South Sumatra for the Advancement of the Archipelago - Indonesia | Virtual/05 Agustus 2022<br>Virtual/ August 05, 2022          | Masyarakat Profesional Sumatra Bagian Selatan (Maspro Sumbagsel) / Jakarta<br>Southern Sumatra Professional Society (Maspro Sumbagsel) / Jakarta |
|                                    | Online Training                                                   | Webinar Spotlight on Sustainability Reporting - Integrating Your Financial and Sustainability Disclosures                                                                                                                                                                                                        | Virtual/24 Agustus 2022<br>Virtual/August 24, 2022           | Deloitte Indonesia                                                                                                                               |
|                                    | Online Training                                                   | Webinar Kupas Tuntas Faktur Pajak Sesuai Per-03/2022 juncto Per-11/2022<br>Webinar Complete Review of Tax Invoices According to Per-03/2022 juncto Per-11/2022                                                                                                                                                   | Virtual/31 Agustus 2022<br>Virtual/August 31, 2022           | Pratama Indomitra Kreston                                                                                                                        |
|                                    | Online Training                                                   | Webinar Memahami Soft Structure GCG<br>Webinar Understanding GCG Soft Structure                                                                                                                                                                                                                                  | Virtual/06 September 2022<br>Virtual, September 06, 2022     | Pratama Indomitra Kreston                                                                                                                        |
|                                    | Online Training                                                   | Webinar Strategi Menghadapi Pemeriksaan Pajak Pasca-PPS<br>Strategy Webinar for Facing Post-PPS Tax Audit                                                                                                                                                                                                        | Virtual/07 September 2022<br>Virtual/September 07, 2022      | Pratama Indomitra Kreston                                                                                                                        |



| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                     | Tempat/Tanggal<br>Place/Date                                              | Penyelenggara<br>Organizer                                              |
|------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                                    | Online Training                                                   | Sharing Session Market Outlook Industri Semen<br>Sharing Session Market Outlook for the Cement Industry                                                                                                                                                                                                                 | Virtual/13 September 2022<br>Virtual/September 13, 2022                   | Semen Baturaja                                                          |
|                                    | Online Training                                                   | Webinar Strategi Menghadapi Pemeriksaan Pajak Pasca-PPS (Jilid 2)<br>Webinar on Strategies for Dealing with Post-PPS Tax Audit (Volume 2)                                                                                                                                                                               | Virtual/14 September 2022<br>Virtual/September 14, 2022                   | Pratama Indomitra Kreston                                               |
|                                    | Online Training                                                   | Webinar Mengenal Assessment dan Self Assessment GCG<br>Webinar Getting to Know GCG Assessment and Self Assessment                                                                                                                                                                                                       | Virtual/04 Oktober 2022<br>Virtual/October 04, 2022                       | Pratama Indomitra Kreston                                               |
|                                    | Online Training                                                   | Webinar AKHLAK Series<br>AKHLAK Series Webinar                                                                                                                                                                                                                                                                          | Virtual/11 Oktober 2022<br>Virtual/October 11, 2022                       | Semen Baturaja                                                          |
|                                    | Online Training                                                   | Webinar Kupas Tuntas Withholding Tax (Jilid 2)<br>Comprehensive Webinar of Withholding Tax (Volume 2)                                                                                                                                                                                                                   | Virtual/12 Oktober 2022<br>Virtual/October 12, 2022                       | Pratama Indomitra Kreston                                               |
|                                    | Online Training                                                   | Webinar Kolaborasi SMBR x SIG: Tantangan dan Peluang Industri Industri Bahan Bangunan Masa Depan<br>SMBR x SIG Collaborative Webinar: Challenges and Opportunities for the Building Materials Industry in the Future                                                                                                    | Virtual/12 Oktober 2022<br>Virtual/October 12, 2022                       | SIG                                                                     |
|                                    | Online Training                                                   | Webinar PPh Pasal 26 dan Pajak Internasional (Jilid 1 & 3)<br>Webinar on Income Tax Article 26 and International Taxes (Volume 1 & 3)                                                                                                                                                                                   | Virtual/26 Oktober & 09 November 2022<br>Virtual/26 & November 09, 2022   | Pratama Indomitra Kreston                                               |
|                                    | Online Training                                                   | Webinar Peranan Audit Investigatif dan Perhitungan Kerugian Keuangan Negara Sebagai Pembuktian Hukum di Peradilan<br>Webinar on the Role of Investigative Audit and Calculation of State Financial Losses as Legal Proof in Court                                                                                       | Virtual/09 November 2022<br>Virtual /November 09, 2022                    | Komite Profesi Akuntan Publik<br>Public Accountant Profession Committee |
|                                    | Online Training                                                   | Seminar Outlook Ekonomi 2023<br>2023 Economic Outlook Seminar                                                                                                                                                                                                                                                           | Virtual/28 November 2022<br>Virtual /November 28, 2022                    | Asosiasi Semen Indonesia<br>Indonesian Cement Association               |
|                                    | Online Training                                                   | Webinar ISO 37001 Implementation<br>ISO 37001 Implementation Webinar                                                                                                                                                                                                                                                    | Virtual/02 Desember 2022<br>Virtual/December 02, 2022                     | EY Indonesia                                                            |
| Gatot Mardiana                     | Online Training                                                   | Webinar Organ Perusahaan BUMN (Apa dan Bagaimana)?<br>SOE Company Organ Webinar (What and How)?                                                                                                                                                                                                                         | Virtual/06 Desember 2022<br>Virtual/December 06, 2022                     | Pratama Indomitra Kreston                                               |
|                                    | Training Umum<br>General Training                                 | Seminar Outlook Ekonomi<br>Economic Outlook Seminar                                                                                                                                                                                                                                                                     | Jakarta/28 November 2022<br>Jakarta/November 28, 2022                     | Asosiasi Semen Indonesia<br>Indonesian Cement Association               |
|                                    | Online Training                                                   | Onboarding Directorship Program Angkatan 5:<br><ul style="list-style-type: none"> <li>Modul 1 - Arahkan Strategis KBUMN</li> <li>Modul 2 - Ensuring Business Sustainability through GCG and Corporate Law &amp; Compliance</li> <li>Modul 3 - Finance for Senior Executive: "Maximizing Shareholder's Value"</li> </ul> | Virtual/20 Juli-08 September 2022<br>Virtual/July 20 – September 08, 2022 | Kementerian BUMN<br>Ministry of SOE                                     |



| Nama dan Jabatan<br>Name and title               | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Tempat/Tanggal<br>Place/Date                       | Penyelenggara<br>Organizer          |
|--------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------|
|                                                  |                                                                   | <ul style="list-style-type: none"> <li>Modul 4 - <i>Formulating Impactful Value Creation Strategy</i></li> <li>Modul 5 - <i>Managing Harmonious Relationship with Stakeholders</i></li> <li>Modul 6 - <i>Driving Innovation through Digital Transformation</i></li> <li>Modul 7 - <i>Leader's Role in Human Capital Management</i></li> <li>Modul 8 - <i>BUMN Executive Onboarding Simulation</i></li> <li>Pemimpin efektif &amp; transformasional berbasis AKHLAK</li> </ul> <p>Onboarding Directorship Program Angkatan 5:</p> <ul style="list-style-type: none"> <li>Module 1 - KBUMN Strategic Direction</li> <li>Module 2 - Ensuring Business Sustainability through GCG and Corporate Law &amp; Compliance</li> <li>Module 3 - Finance for Senior Executive: "Maximizing Shareholder's Value"</li> <li>Module 4 - Formulating Impactful Value Creation Strategy</li> <li>Module 5 - Managing Harmonious Relationship with Stakeholders</li> <li>Module 6 - Driving Innovation through Digital Transformation</li> <li>Module 7 - Leader's Role in Human Capital Management</li> <li>Module 8 - SOEs Executive Onboarding Simulation</li> <li>Effective &amp; transformational leader based on AKHLAK</li> </ul> |                                                    |                                     |
|                                                  | Online Training                                                   | Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of AKHLAK SOE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Virtual/05 Juli 2022<br>Virtual/July 05, 2022      | ACT Consulting International        |
|                                                  | Online Training                                                   | Webinar Nasional Pengawasan Intern Tahun 2022 dengan Tema "Kawal Produk Dalam Negeri Untuk Bangsa Mandiri"<br>The 2022 National Internal Supervision Webinar with the theme "Guarding Domestic Products for an Independent Nation"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Virtual/14 Juni 2022<br>Virtual/June 14, 2022      | BPKP                                |
| <b>Dewan Komisaris</b><br>Board of Commissioners |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                    |                                     |
| Franciscus MA Sibarani                           | Training Umum<br>General Training                                 | Update Implementasi Pasar Digital (PaDi) UMKM Periode Semester I/2022<br>Update on Digital Market Implementation (PaDi) MSMEs Semester I/2022 period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Jakarta/01 Agustus 2022<br>Jakarta/August 01, 2022 | Kementerian BUMN<br>Ministry of SOE |



| Nama dan Jabatan<br>Name and title     | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training                                                              | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                    | Tempat/Tanggal<br>Place/Date                                                                                           | Penyelenggara<br>Organizer                                                                                     |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|                                        | Training Umum<br>General Training                                                                                              | Rapat Koordinasi Nasional Pengawasan Intern Tahun 2022 - "Kawal Produk Dalam Negeri, untuk Bangsa Mandiri"<br>National Coordinating Meeting of Internal Supervision Year 2022 - "Control of Domestic Products, for Independent Nation" | Jakarta/08 Juni 2022<br>Jakarta/June 08, 2022                                                                          | Badan Pemeriksa Keuangan RI (BPKP)<br>The Supreme Audit Agency of Republic of Indonesia (BPKP)                 |
|                                        | Training Umum<br>General Training                                                                                              | Sosialisasi Pasar Digital (PaDi) UMKM<br>Socialization (PaDi) for MSMEs                                                                                                                                                                | Jakarta/03 Februari 2022<br>Jakarta/February 03, 2022                                                                  | Kementerian BUMN<br>Ministry of SOE                                                                            |
| Oke Nurwan                             | Online Training                                                                                                                | Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Implementation of the Whistleblowing Management System within BUMN and BUMN Subsidiaries                                                     | Virtual/30 Juli 2022<br>Virtual/July 30, 2022                                                                          | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA |
| Darusman Mawardi                       | Beliau tidak mengikuti pelatihan/pendidikan di sepanjang tahun 2022.<br>He does not attend training/education throughout 2022. |                                                                                                                                                                                                                                        |                                                                                                                        |                                                                                                                |
| Chowadja Sanova                        | Online Training                                                                                                                | Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Implementation of the Whistleblowing Management System within SOE and Subsidiaries                                                           | Virtual/30 Juli 2022<br>Virtual/July 30, 2022                                                                          | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA |
| <b>Komite Audit</b><br>Audit Committee |                                                                                                                                |                                                                                                                                                                                                                                        |                                                                                                                        |                                                                                                                |
| Darusman Mawardi                       | Beliau tidak mengikuti pelatihan/pendidikan di sepanjang tahun 2022.<br>He does not attend training/education throughout 2022. |                                                                                                                                                                                                                                        |                                                                                                                        |                                                                                                                |
| Muhammad Imran                         | Online Training                                                                                                                | PPh Badan<br>Corporate Income Tax                                                                                                                                                                                                      | Virtual/04 Desember 2022<br>Virtual/December 04, 2022                                                                  | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |
|                                        | Online Training                                                                                                                | Ketentuan Umum Perpajakan - Bagian 1 & 2<br>General Taxation Provisions - Part 1 & 2                                                                                                                                                   | Virtual/24 - 25 September, 27 November, 03 Desember 2022<br>Virtual/September 24 - 25, November 27 - December 03, 2022 | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |
|                                        | Online Training                                                                                                                | PPN - Bagian 1<br>VAT - Part 1                                                                                                                                                                                                         | Virtual/12, 13, 19, 20 November 2022<br>Virtual/November 12, 13, 19, 20, 2022                                          | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |
|                                        | Online Training                                                                                                                | Pajak Bumi & Bangunan<br>Property taxes                                                                                                                                                                                                | Virtual/05 November 2022<br>Virtual/November 05, 2022                                                                  | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |
|                                        | Online Training                                                                                                                | PPh Pemotongan dan Pemungutan<br>Income Tax Withholding and Collection                                                                                                                                                                 | Virtual/22, 23, 29, 30 Oktober 2022<br>Virtual/October 22, 23, 29, 30, 2022                                            | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |
|                                        | Online Training                                                                                                                | International Tax Conference 2022 "Current Issues on International Tax and Transfer Pricing"                                                                                                                                           | Virtual/18 Oktober 2022<br>Virtual/October 18, 2022                                                                    | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |
|                                        | Online Training                                                                                                                | PPh Orang Pribadi<br>Personal Income Tax                                                                                                                                                                                               | Virtual/01, 02, 09, 15 Oktober 2022<br>Virtual/October 01, 02, 09, 15, 2022                                            | Ikatan Akuntan Indonesia<br>Indonesian Accountants Association                                                 |





| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Tempat/Tanggal<br>Place/Date                                          | Penyelenggara<br>Organizer                                                                                     |
|------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|                                    | Training Umum<br>General Training                                 | Manajemen Risiko Proyek<br>Project Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Jakarta/14 Oktober 2022<br>Jakarta/ October 14, 2022                  | PT PP Properti Tbk                                                                                             |
|                                    | Online Training                                                   | Cybersecurity Oversight:<br>"Tips and Essential Best Practices"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Virtual/07 Oktober 2022<br>Virtual/October 07, 2022                   | Ikatan Komite Audit Indonesia<br>Indonesian Audit Committee Association                                        |
|                                    | Training Umum<br>General Training                                 | Penilaian Risiko Penyusunan ISO 37001:2016<br>ISO 37001:2016 Bribery Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Jakarta/17 Juni 2022<br>Jakarta/June 17, 2022                         | PT PP Properti Tbk                                                                                             |
|                                    | Online Training                                                   | Certification in Audit Committee Practices (CACP) 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Virtual/23,24,29 Agustus 2022<br>Virtual/August 23, 24, 29, 2022      | Ikatan Komite Audit Indonesia<br>Indonesian Audit Committee Association                                        |
| Mansursyah Nasution                |                                                                   | Government-Risk Compliance (GRC) Masterclass :<br><ul style="list-style-type: none"> <li>Tema 1 : Risk Management, Governance Risk Compliance (GRC)</li> <li>Tema 2 : Peran Satuan Pengawas Internal (SPI) dalam Internal Control Perusahaan</li> <li>Tema 3 : Sustainable Fitch ESG Rating Introduction</li> <li>Tema 4 : Corporate Rating, Process and Criteria</li> <li>Tema 5 : Integrated GRC Overview and Implementation Concept</li> <li>Tema 6 : Mengelola Risiko Terkait Kepatuhan di Lingkungan BUMN</li> <li>Tema 7 : Memperkuat Peran Komite Audit, Komite Risiko dan Tata Kelola Terintegrasi</li> </ul>              |                                                                       |                                                                                                                |
|                                    | Online Training                                                   | Government-Risk Compliance (GRC) Masterclass :<br><ul style="list-style-type: none"> <li>Theme 1 : Risk Management, Governance Risk Compliance (GRC)</li> <li>Theme 2 : Role of Control Unit Internal (SPI) in Internal Control Company</li> <li>Theme 3 : Sustainable Fitch ESG Rating Introduction</li> <li>Theme 4 : Corporate Rating, Process and Criteria</li> <li>Theme 5 : Integrated GRC Overview and Implementation Concept</li> <li>Theme 6 : Managing Related Risks Compliance in SOE Environment</li> <li>Theme 7 : Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance</li> </ul> | Virtual/November 2022<br>Virtual/November 2022                        | Deputi Bidang Keuangan dan Manajemen Risiko KBUMN<br>Deputy for Finance and Risk Management of Ministry of SOE |
|                                    | Online Training                                                   | The Indonesia Summit Rebuild The Economy 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Virtual/27 Oktober 2022<br>Virtual/October 27, 2022                   | MUFG, Bank Danamon, Adira Finance                                                                              |
|                                    | Online Training                                                   | Certification in Audit Committee Practices (CACP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Virtual/08,19 dan 24 Oktober 2022<br>Virtual/October 08, 19, 24, 2022 | Ikatan Komite Audit Indonesia<br>Indonesian Audit Committee Association                                        |



| Nama dan Jabatan<br>Name and title                                             | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training                                                              | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                    | Tempat/Tanggal<br>Place/Date                          | Penyelenggara<br>Organizer                                                                                     |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|                                                                                | Training Umum<br>General Training                                                                                              | Konsep dan Implementasi ICOFR di Entitas Induk dan Anak<br>Concept and Implementation of ICOFR in Parent and Subsidiaries                                                                                                              | Jakarta/01 Agustus 2022<br>Jakarta/August 01, 2022    | Kantor KAP Sahat, Handoko dan Rekan<br>Office of KAP Sahat, Handoko and Partners                               |
|                                                                                | Online Training                                                                                                                | Webinar Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Webinar on the Implementation of the Whistleblowing Management System in SOEs and Subsidiaries                                       | Virtual/30 Juli 2022<br>Virtual/July 30, 2022         | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA |
| <b>Komite Nominasi dan Remunerasi</b><br>Nomination and Remuneration Committee |                                                                                                                                |                                                                                                                                                                                                                                        |                                                       |                                                                                                                |
| Franciscus MA Sibarani                                                         | Training Umum<br>General Training                                                                                              | Update Implementasi Pasar Digital (PaDi) UMKM Periode Semester I/2022<br>Update on Digital Market Implementation (PaDi) MSMEs Semester I/2022 period                                                                                   | Jakarta/01 Agustus 2022<br>Jakarta/August 01, 2022    | Kementerian BUMN<br>Ministry of SOE                                                                            |
|                                                                                | Training Umum<br>General Training                                                                                              | Rapat Koordinasi Nasional Pengawasan Intern Tahun 2022 - "Kawal Produk Dalam Negeri, Untuk Bangsa Mandiri"<br>National Coordinating Meeting of Internal Supervision Year 2022 - "Control of Domestic Products, For Independent Nation" | Jakarta/08 Juni 2022<br>Jakarta/June 08, 2022         | Badan Pemeriksa Keuangan RI (BPKP)<br>The Supreme Audit Agency of the Republic of Indonesia (BPKP)             |
|                                                                                | Training Umum<br>General Training                                                                                              | Sosialisasi Pasar Digital (PaDi) UMKM<br>Socialization (PaDi) for MSMEs                                                                                                                                                                | Jakarta/03 Februari 2022<br>Jakarta/February 03, 2022 | Kementerian BUMN<br>Ministry of SOE                                                                            |
| Oke Nurwan                                                                     | Online Training                                                                                                                | Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Implementation of the Whistleblowing Management System within SOE and Subsidiaries                                                           | Virtual/30 Juli 2022<br>Virtual/July 30, 2022         | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA |
| Darusman Mawardi                                                               | Beliau tidak mengikuti pelatihan/pendidikan di sepanjang tahun 2022.<br>He does not attend training/education throughout 2022. |                                                                                                                                                                                                                                        |                                                       |                                                                                                                |
| Chowadja Sanova                                                                | Online Training                                                                                                                | Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Implementation of the Whistleblowing Management System within SOE and Subsidiaries                                                           | Virtual/30 Juli 2022<br>Virtual/July 30, 2022         | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA |
| <b>Komite Manajemen Risiko</b><br>Risk Management Committee                    |                                                                                                                                |                                                                                                                                                                                                                                        |                                                       |                                                                                                                |
| Oke Nurwan                                                                     | Online Training                                                                                                                | Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Implementation of the Whistleblowing Management System within SOE and Subsidiaries                                                           | Virtual/30 Juli 2022<br>Virtual/July 30, 2022         | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA |



| Nama dan Jabatan<br>Name and title | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tempat/Tanggal<br>Place/Date                                    | Penyelenggara<br>Organizer                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chowadja Sanova                    | Online Training                                                   | Penerapan <i>Whistleblowing Management System</i> di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Implementation of the <i>Whistleblowing Management System</i> within SOE and Subsidiaries                                                                                                                                                                                                                                                                                                                                                                                                                | Virtual/30 Juli 2022<br>Virtual/July 30, 2022                   | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA                                                                                                                                                                                                                                                                        |
| Fransisca Niken Handini            | Online Training                                                   | <i>Webinar Penerapan Whistleblowing Management System</i> di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Webinar on the Implementation of the <i>Whistleblowing Management System</i> in SOE and Subsidiaries                                                                                                                                                                                                                                                                                                                                                                                             | Virtual/30 Juli 2022<br>Virtual/July 30, 2022                   | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA                                                                                                                                                                                                                                                                        |
|                                    | Online Training                                                   | <i>Webinar Launching Buku "Tata Kelola Korporat di Indonesia : Teori, Prinsip dan Praktik" serta Perkembangan Praktik Tata Kelola Korporat Perusahaan Terbuka Berdasarkan Asean GC Scorecard Selama 10 Bulan Terakhir.</i><br>Webinar Launching of the Book "Corporate Governance in Indonesia: Theory, Principles and Practice" and the Development of Corporate Governance Practices Public Company Based on Asean GC Scorecard for the Last 10 Months.                                                                                                                                                 | Virtual/09 Agustus 2022<br>Virtual/August 09, 2022              | <ul style="list-style-type: none"> <li>Indonesian Institute for Corporate Directorship (IICD)</li> <li>Fakultas Ekonomi dan Bisnis Universitas Indonesia</li> <li>Ikatan Akuntan Indonesia</li> <li>Indonesian Institute for Corporate Directorship (IICD)</li> <li>Faculty of Economics and Business, University of Indonesia</li> <li>Indonesian Accountants Association</li> </ul> |
|                                    | Online Training                                                   | <i>Government-Risk Compliance (GRC) Masterclass :</i> <ul style="list-style-type: none"> <li>Tema 2 : Peran Satuan Pengawas Internal (SPI) dalam <i>Internal Control</i> Perusahaan</li> <li>Tema 7 : Memperkuat Peran Komite Audit, Komite Risiko dan Tata Kelola Terintegrasi</li> </ul> <i>Government-Risk Compliance (GRC) Masterclass :</i> <ul style="list-style-type: none"> <li>Theme 2 : The Role of the Internal Supervisory Unit (SPI) in the Company's Internal Control</li> <li>Theme 7 : Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance</li> </ul> | Virtual/10 & 17 November 2022<br>Virtual/November 10 & 17, 2022 | Deputi Bidang Keuangan dan Manajemen Risiko KBUMN<br>Deputy for Finance and Risk Management of Ministry of SOE                                                                                                                                                                                                                                                                        |
| Fahmi Anhar Nurdianto              | Online Training                                                   | <i>Webinar Penerapan Whistleblowing Management System</i> di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Webinar on the Implementation of the <i>Whistleblowing Management System</i> in SOEs and Subsidiaries                                                                                                                                                                                                                                                                                                                                                                                            | Virtual/30 Juli 2022<br>Virtual/July 30, 2022                   | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA                                                                                                                                                                                                                                                                        |



| Nama dan Jabatan<br>Name and title                                       | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Tempat/Tanggal<br>Place/Date                                                            | Penyelenggara<br>Organizer                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                          | Online Training                                                   | Webinar Launching Buku "Tata Kelola Korporat di Indonesia : Teori, Prinsip dan Praktik" serta Perkembangan Praktik Tata Kelola Korporat Perusahaan Terbuka Berdasarkan Asean GC Scorecard Selama 10 Bulan Terakhir.<br>Webinar Launching of the Book "Corporate Governance in Indonesia: Theory, Principles and Practice" and the Development of Corporate Governance Practices Public Company Based on Asean GC Scorecard for the Last 10 Months.                                                                                                                                                                    | Virtual/09 Agustus 2022<br>Virtual/August 09, 2022                                      | - Indonesian Institute for Corporate Directorship (IICD)<br>- Fakultas Ekonomi dan Bisnis Universitas Indonesia<br>- Ikatan Akuntan Indonesia<br>- Indonesian Institute for Corporate Directorship (IICD)<br>- Faculty of Economics and Business, University of Indonesia<br>- Indonesian Accountants Association |
|                                                                          | Online Training                                                   | Government-Risk Compliance (GRC) Masterclass :<br>• Tema 1 : Risk Management, Governance Risk Compliance (GRC)<br>• Tema 2 : Peran Satuan Pengawas Internal (SPI) dalam Internal Control Perusahaan<br>• Tema 7 : Memperkuat Peran Komite Audit, Komite Risiko dan Tata Kelola Terintegrasi<br>Government-Risk Compliance (GRC) Masterclass :<br>• Theme 1 : Risk Management, Governance Risk Compliance (GRC)<br>• Theme 2 : The Role of the Internal Supervisory Unit (SPI) in the Company's Internal Control<br>• Theme 7: Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance | Virtual/14 Oktober, 10 & 17 November 2022<br>Virtual/October 14, November 10 & 17, 2022 | Deputi Bidang Keuangan dan Manajemen Risiko KBUMN<br>Deputy for Finance and Risk Management for Ministry of SOE                                                                                                                                                                                                   |
| <b>Sekretaris Dewan Komisaris</b><br>Secretary of Board of Commissioners |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                         |                                                                                                                                                                                                                                                                                                                   |
| Hera Zera                                                                | Training Umum<br>General Training                                 | Executive Education Directorship Program "High Performance Boards"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jakarta/22 - 25 Maret 2022<br>Jakarta/March 22 – 25, 2022                               | PT Pertamina Training & Consulting                                                                                                                                                                                                                                                                                |
|                                                                          | Online Training                                                   | Webinar Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Webinar on the Implementation of the Whistleblowing Management System in SOE and Subsidiaries                                                                                                                                                                                                                                                                                                                                                                                                                       | Virtual/30 Juli 2022<br>Virtual/July 30, 2022                                           | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel SATU VISI UTAMA                                                                                                                                                                                                    |
|                                                                          | Online Training                                                   | Webinar Kompeten #1 "Peran, Tugas dan Fungsi Organ Pendukung Dekom/Dewas Part 1"<br>Competent Webinar #1 "Roles, Duties and Functions of Supporting Organs of the Board of Commissioners/Supervisory Board Part 1"                                                                                                                                                                                                                                                                                                                                                                                                    | Virtual/06 Oktober 2022<br>Virtual/October 06, 2022                                     | Kementerian BUMN<br>Ministry of SOE                                                                                                                                                                                                                                                                               |



| Nama dan Jabatan<br>Name and title                  | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tempat/Tanggal<br>Place/Date                                | Penyelenggara<br>Organizer                                                                                     |
|-----------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|                                                     | Online Training                                                   | <p><i>Government-Risk Compliance (GRC) Masterclass :</i></p> <ul style="list-style-type: none"> <li>Tema 1 : Risk Management, Governance Risk Compliance (GRC)</li> <li>Tema 2 : Peran Satuan Pengawas Internal (SPI) dalam Internal Control Perusahaan</li> <li>Tema 7 : Memperkuat Peran Komite Audit, Komite Risiko dan Tata Kelola Terintegrasi</li> </ul> <p><i>Government-Risk Compliance (GRC) Masterclass :</i></p> <ul style="list-style-type: none"> <li>Theme 1 : Risk Management, Governance Risk Compliance (GRC)</li> <li>Theme 2 : The Role of the Internal Supervisory Unit (SPI) in the Company's Internal Control</li> <li>Theme 7 : Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance</li> </ul> | Virtual/14 Oktober 2022<br>Virtual/October 14, 2022         | Deputi Bidang Keuangan dan Manajemen Risiko KBUMN<br>Deputy for Finance and Risk Management of Ministry of SOE |
| <b>Sekretaris Perusahaan</b><br>Corporate Secretary |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                             |                                                                                                                |
| Doddy Irawan                                        | Online Training                                                   | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Virtual/22-24 Juni 2022<br>Virtual/June 22 – 24, 2022       | Kementerian Perindustrian<br>Ministry of Industry                                                              |
|                                                     | Online Training                                                   | Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of SOE AKHLAK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Virtual/05 Juli 2022<br>Virtual/July 05, 2022               | ACT Consulting                                                                                                 |
|                                                     | Online Training                                                   | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Virtual/22 Agustus 2022<br>Virtual/August 22, 2022          | Semen Baturaja                                                                                                 |
|                                                     | Online Training                                                   | Webinar AKHLAK "Meningkatkan Kinerja Melalui Penerapan Nila-Nilai AKHLAK" AKHLAK Webinar "Improving Performance Through Application of AKHLAK Values"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Virtual/11 Oktober 2022<br>Virtual/October 11, 2022         | Semen Baturaja                                                                                                 |
|                                                     | Online Training                                                   | Webinar Semen Baturaja X SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja X SIG Webinar "Challenges and Opportunities for the Building Materials Industry in the Future"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Virtual/12 Oktober 2022<br>Virtual/October 12, 2022         | SIG                                                                                                            |
| <b>Unit Audit Internal</b><br>Internal Audit Unit   |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                             |                                                                                                                |
| Muhammad Yunus                                      | Training Umum<br>General Training                                 | Diklat Khusus Bagi Kepala SPI<br>Special Training for the Head of Internal Audit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Bogor/13-16 Oktober 2022<br>Bogor/October 13 -16, 2022      | Pusat Pengembangan Akuntansi & Keuangan (PPA&K)<br>Center for Development of Accounting & Finance (PPA&K)      |
|                                                     | Training Umum<br>General Training                                 | Peran dan Tantangan Bagi Internal Auditor dalam memastikan Keberlanjutan Perusahaan<br>Roles and Challenges for Internal Auditors in Ensuring Company Sustainability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Yogyakarta/09 November 2022<br>Yogyakarta/November 09, 2022 | Asosiasi Auditor Internal<br>Association of Internal Auditors                                                  |





| Nama dan Jabatan<br>Name and title                   | Jenis Pendidikan dan Pelatihan<br>Types of Education and Training | Materi Pendidikan dan Pelatihan<br>Education and Training Materials                                                                                                                                               | Tempat/Tanggal<br>Place/Date                                             | Penyelenggara<br>Organizer                                                                                            |
|------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
|                                                      | Training Umum<br>General Training                                 | Sertifikasi Kompetensi Auditor Internal sebagai Pengelola SPI<br>Internal Auditor Competency Certification as Internal Audit Management                                                                           | Bogor/02 Desember 2022<br>Bogor/December 02, 2022                        | Lembaga Sertifikasi Profesi Auditor Internal (LSPAI)<br>Internal Auditor Professional Certification Institute (LSPAI) |
|                                                      | Online Training                                                   | Pelatihan Peningkatan Pemahaman Anti Penyuapan dan Gratifikasi<br>Training of Anti-Bribery and Gratification Improvement Understanding                                                                            | Virtual/08-10 Desember 2022<br>Virtual/December 08-10, 2022              | Pusat Edukasi Antikorupsi KPK<br>KPK Anti-Corruption Education Center                                                 |
| <b>Unit Manajemen Risiko</b><br>Risk Management Unit |                                                                   |                                                                                                                                                                                                                   |                                                                          |                                                                                                                       |
| Fitria Margaretha                                    | Online Training                                                   | Pelatihan Sertifikasi Manajemen Risiko di bidang QCRO (Qualified Chief Risk Officer)<br>Risk Management Certification Training in QCRO (Qualified Chief Risk Officer)                                             | Virtual/20 Desember 2022<br>Virtual/December 20, 2022                    | CRMS                                                                                                                  |
|                                                      | Online Training                                                   | Sertifikasi Manajemen Risiko di Bidang QCRO (Qualified Chief Risk Officer)<br>Risk Management Certification in QCRO (Qualified Chief Risk Officer)                                                                | Virtual/22-23 Desember 2022<br>Virtual/December 22-23, 2022              | LSP-MKS                                                                                                               |
|                                                      | Online Training                                                   | Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja x SIG Collaborative Webinar "Challenges and Future Building Material Industry Opportunities" | Virtual/12 Oktober 2022<br>Virtual/October 12, 2022                      | Semen Baturaja & SIG                                                                                                  |
|                                                      | Online Training                                                   | Meningkatkan Kinerja Melalui Penerapan Nilai AKHLAK<br>Improving Performance through the Application of AKHLAK Values                                                                                             | Virtual/11 Oktober 2022<br>Virtual/October 11, 2022                      | Semen Baturaja & IPC                                                                                                  |
|                                                      | In House Training                                                 | Refreshment Safety Leadership                                                                                                                                                                                     | Aplikasi E-Learning/ Agustus 2022<br>E-Learning Application/ August 2022 | Semen Baturaja                                                                                                        |
|                                                      | Online Training                                                   | Training Online Quality Excellence Activity Assessment                                                                                                                                                            | Virtual/20 – 21 Juni 2022<br>Virtual/June 20 – 21, 2022                  | Wahana Kendali Mutu                                                                                                   |
|                                                      | Training Umum<br>General Training                                 | Seminar Nasional Dana Pensiun ADPI<br>ADPI Pension Fund National Seminar                                                                                                                                          | Solo/30 - 31 Mei 2022<br>Solo/May 30 - 31, 2022                          | ADPI                                                                                                                  |
|                                                      | Training Umum<br>General Training                                 | Flatter, More Agile Organization                                                                                                                                                                                  | FHCI/02 Maret 2022<br>FHCI/March 02, 2022                                | Forum Human Capital Indonesia (FHCI)                                                                                  |



# INFORMASI KOMPOSISI PEMEGANG SAHAM

## INFORMATION ON SHAREHOLDERS COMPOSITION

**Pengalihan Saham Negara Republik Indonesia pada Perusahaan ke Semen Indonesia**

**Transfer of Republic of Indonesia Shares in the Company to Semen Indonesia**



Pemerintah Indonesia resmi melakukan *inbreng* saham dengan mengalihkan saham Negara Republik Indonesia sejumlah 7.499.999.999 lembar saham Seri B dengan nilai seluruhnya sebesar Rp2.848.672.369.646,- atau mewakili 75,51% dari seluruh modal ditempatkan dan disetor penuh dalam Perusahaan ke dalam saham PT Semen Indonesia (Persero) Tbk atau Semen Indonesia (SIG), sebagai kelanjutan Program Integrasi BUMN Sub Kluster Semen melalui proses Hak Memesan Efek Terlebih Dahulu (HMETD).

Proses pengalihan saham ini, dilaksanakan melalui penandatanganan Akta Perjanjian Pengalihan Saham No. 15, yang dibuat dihadapan Aulia Taufani, S.H., Notaris, di Jakarta, yang dilakukan oleh Wakil Menteri BUMN II, Kartika Wirjoatmodjo, selaku wakil dari Pemerintah, dan Direktur Utama SIG, Donny Aarsal, di Kantor Kementerian BUMN, Jakarta, pada 19 Desember 2022. Transaksi *inbreng* saham ini tidak mengubah porsi kepemilikan Pemerintah atas saham pengendali di SIG, dan Pemerintah juga tetap memiliki 1 saham Seri A Dwiwarna di SMBR. Berdasarkan penandatanganan Akta tersebut, sekaligus merubah komposisi kepemilikan saham Perusahaan, serta status Perusahaan dari PT Semen Baturaja (Persero) Tbk menjadi PT Semen Baturaja Tbk.

As part of the Cement SOE Sub Cluster Integration Program, the government of Indonesia has officially transferred 7,499,999,999 Series B shares of the Republic of Indonesia to PT Semen Indonesia (Persero) Tbk or Semen Indonesia (SIG) through the Pre-emptive Rights (HMETD) process. This transfer represents 75.51% of the entire issued and fully paid-up capital of the Company, with a total value of IDR2,848,672,369,646.

The process of transferring these shares was carried out through the signing of Deed of Share Transfer Agreement No. 15, which took place before Aulia Taufani, S.H., Notary, in Jakarta. The transaction was carried out by Kartika Wirjoatmodjo, Deputy Minister of SOE II, as a representative of the Government, and Donny Aarsal, President Director of SIG, at the Office of the Ministry of SOE, Jakarta, on 19 December 2022. This share *inbreng* transaction does not affect the Government's ownership of the controlling shares in SIG, and the Government also still owns 1 Series A Dwiwarna share in SMBR. The signing of the Deed changed the composition of the Company's shareholding and the status of the Company from PT Semen Baturaja (Persero) Tbk to PT Semen Baturaja Tbk.



Penandatanganan Akta Perjanjian Pengalihan Saham ini, merupakan pelaksanaan atas Peraturan Pemerintah Republik Indonesia No. 33 yang diterbitkan pada tanggal 21 September 2022, tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Semen Indonesia Tbk, yang telah dituangkan dalam Lembaran Negara Republik Indonesia No. 187 Tahun 2022, juga Keputusan Menteri Keuangan Republik Indonesia No. 413/KMK.06/2022 tanggal 18 Oktober 2022, tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Semen Indonesia Tbk.

The signing of this Share Transfer Agreement Deed is an implementation of Government Regulation of the Republic of Indonesia No. 33, which was issued on September 21, 2022. This regulation concerns the addition of the Republic of Indonesia's state equity participation into the share capital of PT Semen Indonesia Tbk and was published in the State Gazette of the Republic of Indonesia No. 187 of 2022. Additionally, the Decree of the Minister of Finance of the Republic of Indonesia No. 413/KMK.06/2022, dated October 18, 2022, determined the addition value of the capital participation of the Republic of Indonesia into the share capital of PT Semen Indonesia Tbk.

## Komposisi Kepemilikan Saham Perusahaan

## Company Shareholding Composition

### Kepemilikan Saham PT Semen Baturaja Tbk per 01 Januari 2022 Shareholding of PT Semen Baturaja Tbk as of January 01, 2022

| Pemegang Saham<br>Shareholders                                                            | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) | Modal Ditempatkan<br>dan Disetor Penuh<br>(Rp)<br>Issued and fully paid-<br>up capital<br>(IDR) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Nilai Nominal Saham = Rp100/lembar saham</b><br>Nominal of Shares Value = IDR100/share |                                                          |                                                                                                 |                                                                |
| <b>Saham Seri A Dwiwarna</b><br>Series A Dwiwarna Share                                   |                                                          |                                                                                                 |                                                                |
| Pemerintah Republik Indonesia<br>The Government of Republic of Indonesia                  | 1                                                        | 100                                                                                             | 0,00                                                           |
| <b>Saham Seri B</b><br>Series B shares                                                    |                                                          |                                                                                                 |                                                                |
| Pemerintah Republik Indonesia<br>The Government of Republic of Indonesia                  | 7.499.999.999                                            | 749.999.999.900                                                                                 | 75,51                                                          |
| PT Asuransi Jiwa IFG                                                                      | 913.172.0000                                             | 91.317.200.000                                                                                  | 9,19                                                           |
| Kelompok Pemegang Saham Masyarakat < 5%<br>Public Shareholders Group < 5%                 | 1.519.362.336                                            | 151.936.233.600                                                                                 | 15,30                                                          |
| <b>Jumlah Total</b>                                                                       | <b>9.932.534.336</b>                                     | <b>993.253.433.600</b>                                                                          | <b>100,00</b>                                                  |

### Kepemilikan Saham PT Semen Baturaja Tbk per 31 Desember 2022 Shareholding of PT Semen Baturaja Tbk as of December 31, 2022

| Pemegang Saham<br>Shareholders                                                            | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) | Modal Ditempatkan<br>dan Disetor Penuh<br>(Rp)<br>Issued and fully paid-<br>up capital<br>(IDR) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Nilai Nominal Saham = Rp100/lembar saham</b><br>Nominal of Shares Value = IDR100/share |                                                          |                                                                                                 |                                                                |
| <b>Saham Seri A Dwiwarna</b><br>Series A Dwiwarna Share                                   |                                                          |                                                                                                 |                                                                |
| Pemerintah Republik Indonesia<br>The Government of Republic of Indonesia                  | 1                                                        | 100                                                                                             | 0,00                                                           |





## Kepemilikan Saham PT Semen Baturaja Tbk per 31 Desember 2022

Shareholding of PT Semen Baturaja Tbk as of December 31, 2022

| Pemegang Saham<br>Shareholders                                            | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) | Modal Ditempatkan<br>dan Disetor Penuh<br>(Rp)<br>Issued and fully paid-<br>up capital<br>(IDR) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
|---------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Saham Seri B</b><br>Series B shares                                    |                                                          |                                                                                                 |                                                                |
| PT Semen Indonesia (Persero) Tbk                                          | 7.499.999.999                                            | 749.999.999.900                                                                                 | 75,51                                                          |
| PT Asuransi Jiwa IFG                                                      | 784.084.300                                              | 78.408.430.000                                                                                  | 7,89                                                           |
| Kelompok Pemegang Saham Masyarakat < 5%<br>Public Shareholders Group < 5% | 1.648.450.036                                            | 164.845.003.600                                                                                 | 16,60                                                          |
| <b>Jumlah Total</b>                                                       | <b>9.932.534.336</b>                                     | <b>993.253.433.600</b>                                                                          | <b>100,00</b>                                                  |

### Komposisi 20 Pemegang Saham Terbesar

### Composition of the 20 Largest Shareholders

#### Komposisi 20 Pemegang Saham Terbesar pada PT Semen Baturaja Tbk Per 31 Desember 2022

Composition of the 20 Largest Shareholders in PT Semen Baturaja Tbk As of December 31, 2022

| No | Nama Pemegang Saham<br>Shareholders Name          | Status<br>Status                                   | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
|----|---------------------------------------------------|----------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------|
| 1  | PT SEMEN INDONESIA (PERSERO) TBK                  | State-owned enterprises<br>State-owned enterprises | 7.499.999.999                                            | 75,51                                                          |
| 2  | PT ASURANSI JIWA IFG                              | Asuransi<br>Insurance                              | 784.084.300                                              | 7,89                                                           |
| 3  | PT ASABRI (PERSERO) - DAPEN POLRI                 | Dana Pensiun<br>Pension Fund                       | 212.438.800                                              | 2,14                                                           |
| 4  | PT ASABRI (PERSERO) - DAPEN TNI                   | Dana Pensiun<br>Pension Fund                       | 210.630.900                                              | 2,12                                                           |
| 5  | REKSA DANA KAM KAPITAL OPTIMAL                    | Reksadana<br>Mutual Funds                          | 52.819.800                                               | 0,53                                                           |
| 6  | REKSA DANA PINNACLE DANA PRIMA                    | Reksadana<br>Mutual Funds                          | 40.256.300                                               | 0,41                                                           |
| 7  | REKSA DANA SYARIAH PROSPERA SYARIAH SAHAM         | Reksadana<br>Mutual Funds                          | 40.026.100                                               | 0,40                                                           |
| 8  | PT ASABRI ( PERSERO )                             | Dana Pensiun<br>Pension Fund                       | 39.282.900                                               | 0,40                                                           |
| 9  | REKSA DANA PAN ARCADIA DANA SAHAM BERTUMBUH       | Reksadana<br>Mutual Funds                          | 38.112.000                                               | 0,38                                                           |
| 10 | REKSA DANA SYARIAH PAN ARCADIA DANA SAHAM SYARIAH | Reksadana<br>Mutual Funds                          | 27.012.000                                               | 0,27                                                           |
| 11 | REKSA DANA SYARIAH TREASURE SAHAM BERKAH SYARIAH  | Reksadana<br>Mutual Funds                          | 25.641.000                                               | 0,26                                                           |
| 12 | REKSA DANA SYARIAH MNC DANA SYARIAH EKUITAS II    | Reksadana<br>Mutual Funds                          | 25.163.000                                               | 0,25                                                           |
| 13 | RDS AURORA SHARIA EQUITY                          | Reksadana<br>Mutual Funds                          | 23.508.000                                               | 0,24                                                           |
| 14 | REKSA DANA TREASURE SAHAM MANTAP                  | Reksadana<br>Mutual Funds                          | 20.243.500                                               | 0,20                                                           |
| 15 | REKSA DANA SYARIAH KAM KAPITAL SYARIAH            | Reksadana<br>Mutual Funds                          | 17.122.600                                               | 0,17                                                           |



**Komposisi 20 Pemegang Saham Terbesar pada PT Semen Baturaja Tbk Per 31 Desember 2022**  
Composition of the 20 Largest Shareholders in PT Semen Baturaja Tbk As of December 31, 2022

| No | Nama Pemegang Saham<br>Shareholders Name                                                | Status<br>Status                              | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
|----|-----------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------|
| 16 | REKSA DANA AURORA SMC EQUITY                                                            | Reksadana<br>Mutual Funds                     | 13.725.000                                               | 0,14                                                           |
| 17 | CITIBANK NEW YORK S/A EMERGING MARKETS<br>CORE EQUITY PORTFOLIO OF DFA INV<br>DIMENSION | Badan Usaha Asing<br>Foreign Companies        | 12.485.100                                               | 0,13                                                           |
| 18 | DENNY PIPIE KIRANA                                                                      | Perorangan Indonesia<br>Indonesian Individual | 11.062.900                                               | 0,11                                                           |
| 19 | TJANDRA MINATA SUTIONO                                                                  | Perorangan Indonesia<br>Indonesian Individual | 10.972.800                                               | 0,11                                                           |
| 20 | ASPIN SURYANNA                                                                          | Perorangan Indonesia<br>Indonesian Individual | 10.658.500                                               | 0,11                                                           |

**Komposisi Pemegang Saham 5% dan/atau Lebih**      **Shareholder Composition of 5% and/or More**

**Komposisi Pemegang Saham 5% dan/atau Lebih Tahun 2022**  
Shareholder Composition of 5% and/or More 2022

| Pemegang Saham<br>Shareholders                                       | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) |                                             | Persentase Kepemilikan<br>Shareholding Percentage<br>(%) |                                             | Status<br>Status                                            |
|----------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------|----------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------|
|                                                                      | 01 Januari<br>2022<br>January 01,<br>2022                | 31 Desember<br>2022<br>December<br>31, 2022 | 01 Januari<br>2022<br>January 01,<br>2022                | 31 Desember<br>2022<br>December<br>31, 2022 |                                                             |
| Pemerintah Republik Indonesia<br>Government of Republic of Indonesia | 7.499.999.999                                            | 1                                           | 75,51                                                    | 0,00                                        | Negara<br>Republik<br>Indonesia<br>Republic of<br>Indonesia |
| PT Semen Indonesia (Persero) Tbk                                     | -                                                        | 7.499.999.999                               | 0,00                                                     | 75,51                                       | Badan Usaha<br>Milik Negara<br>State-owned<br>enterprises   |
| PT Asuransi Jiwa IFG                                                 | 913.172.000                                              | 784.084.300                                 | 9,19                                                     | 7,89                                        | Asuransi<br>Insurance                                       |

**Komposisi Pemegang Saham Kurang dari 5%**      **Composition of Shareholders Less than 5%**

**Komposisi Pemegang Saham kurang dari 5% per 31 Desember 2022**  
Composition of Shareholders Less than 5% as of December 31, 2022

| Pemegang Saham<br>Shareholders                                       | Jumlah Pemegang<br>Saham<br>Number of<br>Shareholders | Jumlah Saham<br>(lembar)<br>Number of shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
|----------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------|
| <b>Pemodal Nasional</b><br>National Investor                         |                                                       |                                                          |                                                                |
| Pemerintah Republik Indonesia<br>Government of Republic of Indonesia | 1                                                     | 1                                                        | 0,00                                                           |
| Perorangan Indonesia<br>Indonesian Individual                        | 19.861                                                | 746.795.336                                              | 7,52                                                           |





### Komposisi Pemegang Saham kurang dari 5% per 31 Desember 2022

Composition of Shareholders Less than 5% as of December 31, 2022

| Pemegang Saham<br>Shareholders                  | Jumlah Pemegang Saham<br>Number of Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
|-------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
| Koperasi<br>Cooperative                         | 4                                               | 213.700                                            | 0,00                                                  |
| Yayasan<br>Foundation                           | 1                                               | 57.000                                             | 0,00                                                  |
| Dana Pensiun<br>Pension fund                    | 14                                              | 480.657.200                                        | 4,84                                                  |
| Perseroan Terbatas<br>Limited Liability Company | 41                                              | 16.953.363                                         | 0,17                                                  |
| Bank<br>Bank                                    | 0                                               | 0                                                  | 0,00                                                  |
| Asuransi<br>Insurance                           | 1                                               | 94.300                                             | 0,00                                                  |
| Reksa Dana<br>Mutual Funds                      | 21                                              | 372.543.200                                        | 3,75                                                  |
| Lembaga Pemerintah<br>Government agencies       | 1                                               | 2.404.287                                          | 0,02                                                  |
| <b>Sub Total</b><br>Sub Total                   | <b>19.945</b>                                   | <b>1.619.718.386</b>                               | <b>16,31</b>                                          |
| <b>Pemodal Asing</b><br>Foreign Investors       |                                                 |                                                    |                                                       |
| Perorangan Asing<br>Foreign Individuals         | 102                                             | 3.210.100                                          | 0,03                                                  |
| Badan Usaha Asing<br>Foreign Companies          | 28                                              | 25.521.550                                         | 0,26                                                  |
| <b>Sub Total</b><br>Sub Total                   | <b>130</b>                                      | <b>28.731.650</b>                                  | <b>0,29</b>                                           |
| <b>Jumlah Total</b><br>Total                    | <b>20.075</b>                                   | <b>1.648.450.036</b>                               | <b>16,60</b>                                          |

### Komposisi Pemegang Saham Berdasarkan Klasifikasi

### Composition of Shareholders Based on Classification

### Komposisi Pemegang Saham Berdasarkan Kelompok per 31 Desember 2022

Composition of Shareholders by Group as of December 31, 2022

| Pemegang Saham<br>Shareholders                                       | Jumlah Pemegang Saham<br>Number of Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
|----------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
| Pemerintah Republik Indonesia<br>Government of Republic of Indonesia | 1                                               | 1                                                  | 0,00                                                  |
| <b>Lokal</b><br>Local                                                |                                                 |                                                    |                                                       |
| Perorangan<br>Individual                                             | 19.861                                          | 746.795.336                                        | 7,52                                                  |
| Badan Usaha<br>Companies                                             | 85                                              | 9.157.007.349                                      | 92,19                                                 |
| <b>Sub Total</b><br>Sub Total                                        | <b>19.947</b>                                   | <b>9.903.802.686</b>                               | <b>99,71</b>                                          |



**Komposisi Pemegang Saham Berdasarkan Kelompok per 31 Desember 2022**  
Composition of Shareholders by Group as of December 31, 2022

| Pemegang Saham<br>Shareholders       | Jumlah Pemegang Saham<br>Number of Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
|--------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
| <b>Asing</b><br>Foreign              |                                                 |                                                    |                                                       |
| Perorangan Individual                | 102                                             | 3.210.100                                          | 0,03                                                  |
| Badan Usaha Companies                | 28                                              | 25.521.550                                         | 0,26                                                  |
| <b>Sub Total</b><br><b>Sub Total</b> | <b>130</b>                                      | <b>28.731.650</b>                                  | <b>0,29</b>                                           |
| <b>Jumlah Total</b>                  | <b>20.077</b>                                   | <b>9.932.534.336</b>                               | <b>100</b>                                            |

**Jumlah Pemegang Saham dan Persentase Kepemilikan Saham yang Beredar (Freefloat) per 31 Desember 2022**  
Number of Shareholders and Percentage of Outstanding Shareholding (Freefloat) as of December 31, 2022

| Pemegang Saham<br>Shareholders               | Jumlah Pemegang Saham<br>Number of Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
|----------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
| <b>Pemodal Nasional</b><br>National Investor |                                                 |                                                    |                                                       |
| Perorangan Indonesia National Investor       | 19.858                                          | 746.766.638                                        | 7,52                                                  |
| Koperasi Cooperative                         | 4                                               | 213.700                                            | 0,00                                                  |
| Yayasan Foundation                           | 1                                               | 57.000                                             | 0,00                                                  |
| Dana Pensiun Pension fund                    | 13                                              | 480.607.200                                        | 4,84                                                  |
| Perseroan Terbatas Limited Liability Company | 41                                              | 16.953.363                                         | 0,17                                                  |
| Bank Bank                                    | 0                                               | 0                                                  | 0,00                                                  |
| Asuransi Insurance                           | 1                                               | 94.300                                             | 0,00                                                  |
| Reksa Dana Mutual Funds                      | 21                                              | 372.543.200                                        | 3,75                                                  |
| Lembaga Pemerintah Government Agencies       | 1                                               | 2.404.287                                          | 0,02                                                  |
| <b>Sub Total</b><br><b>Sub Total</b>         | <b>19.940</b>                                   | <b>1.619.639.688</b>                               | <b>16,31</b>                                          |
| <b>Pemodal Asing</b><br>Foreign Investor     |                                                 |                                                    |                                                       |
| Perorangan Asing Foreign Individual          | 102                                             | 3.210.100                                          | 0,03                                                  |
| Badan Usaha Asing Foreign Companies          | 28                                              | 25.521.550                                         | 0,26                                                  |
| <b>Sub Total</b><br><b>Sub Total</b>         | <b>130</b>                                      | <b>28.731.650</b>                                  | <b>0,29</b>                                           |
| <b>Jumlah Total</b>                          | <b>20.070</b>                                   | <b>1.648.371.338</b>                               | <b>16,60</b>                                          |





## Jumlah Pemegang Saham dan Persentase Kepemilikan Saham per 31 Desember 2022

Number of Shareholders and Percentage of Share Ownership as of December 31, 2022

| Pemegang Saham<br>Shareholders                                                                        | Jumlah Pemegang Saham<br>Number of Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
| <b>Pemodal Nasional</b><br>National Investor                                                          |                                                 |                                                    |                                                       |
| Negara Republik Indonesia (Saham Seri A Dwiwarna)<br>Republic of Indonesia (Dwiwarna Series A Shares) | 1                                               | 1                                                  | 0,00                                                  |
| Badan Usaha Milik Negara<br>State-owned enterprises                                                   | 1                                               | 7.499.999.999                                      | 75,51                                                 |
| Perorangan Indonesia<br>Indonesian individual                                                         | 19.861                                          | 746.795.336                                        | 7,52                                                  |
| Koperasi<br>Cooperative                                                                               | 4                                               | 213.700                                            | 0,00                                                  |
| Yayasan<br>Foundation                                                                                 | 1                                               | 57.000                                             | 0,00                                                  |
| Dana Pensiun<br>Pension fund                                                                          | 14                                              | 480.657.200                                        | 4,84                                                  |
| Asuransi<br>Insurance                                                                                 | 2                                               | 784.178.600                                        | 7,90                                                  |
| Perseroan Terbatas<br>Limited Liability Company                                                       | 41                                              | 16.953.363                                         | 0,17                                                  |
| Bank<br>Bank                                                                                          | 0                                               | 0                                                  | 0,00                                                  |
| Reksa Dana<br>Mutual Funds                                                                            | 21                                              | 372.543.200                                        | 3,75                                                  |
| Lembaga Pemerintah<br>Government agencies                                                             | 1                                               | 2.404.287                                          | 0,02                                                  |
| <b>Sub Total</b><br><b>Sub Total</b>                                                                  | <b>19.947</b>                                   | <b>9.903.802.686</b>                               | <b>99,71</b>                                          |
| <b>Pemodal Asing</b><br>Foreign Investor                                                              |                                                 |                                                    |                                                       |
| Perorangan Asing<br>Foreign Individual                                                                | 102                                             | 3.210.100                                          | 0,03                                                  |
| Badan Usaha Asing<br>Foreign Companies                                                                | 28                                              | 25.521.550                                         | 0,26                                                  |
| <b>Sub Total</b><br><b>Sub Total</b>                                                                  | <b>130</b>                                      | <b>28.731.650</b>                                  | <b>0,29</b>                                           |
| <b>Jumlah Total</b>                                                                                   | <b>20.077</b>                                   | <b>9.932.534.336</b>                               | <b>100,00</b>                                         |



### Komposisi Pemegang Saham Berdasarkan Lokasi dan Jenis Investor per 31 Desember 2022

Composition of Shareholders Based on Location and Type of Investor As of December 31, 2022

| Pemegang Saham<br>Shareholders              | Jumlah Pemegang Saham<br>Number of Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
|---------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
| <b>Lokasi Investor</b><br>Investor Location |                                                 |                                                    |                                                       |
| Domestik<br>Domestic                        | 19.947                                          | 9.903.802.686                                      | 99,71                                                 |
| Asing<br>Foreign                            | 130                                             | 28.731.650                                         | 0,29                                                  |
| <b>Jumlah Total</b>                         | <b>20.077</b>                                   | <b>9.932.534.336</b>                               | <b>100,00</b>                                         |
| <b>Jenis Investor</b><br>Types of Investors |                                                 |                                                    |                                                       |
| Ritel<br>Retail                             | 19.963                                          | 750.005.436                                        | 7,55                                                  |
| Institusi<br>Institution                    | 114                                             | 9.182.528.900                                      | 92,45                                                 |
| <b>Jumlah Total</b>                         | <b>20.077</b>                                   | <b>9.932.534.336</b>                               | <b>100,00</b>                                         |

### Informasi Kepemilikan Saham Perusahaan oleh Dewan Komisaris dan Direksi

Berikut adalah kepemilikan saham Perusahaan oleh Dewan Komisaris dan Direksi baik langsung maupun tidak langsung, pada awal dan akhir tahun buku 2022, sebagaimana terlampir di bawah ini.

### Information on Company Shareholding by Board of Commissioners and Directors

The following is the Company's shareholding by the Board of Commissioners and Directors, both directly and indirectly, at the beginning and end of the 2022 financial year, as attached below.

### Kepemilikan Saham Perusahaan oleh Dewan Komisaris dan Direksi Secara Langsung pada Awal dan Akhir Tahun Buku 2022

Direct Shareholding of Company by Board of Commissioners and Directors at the Beginning and End of the 2022 Fiscal Year

|                                           |                                                  | 01 Januari 2022<br>January 01, 2022                |                                                       | 31 Desember 2022<br>December 31, 2022              |                                                       |
|-------------------------------------------|--------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------|
|                                           |                                                  | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Shareholding Percentage (%) |
| Nama<br>Name                              | Jabatan<br>Position                              |                                                    |                                                       |                                                    |                                                       |
| Dewan Komisaris<br>Board of Commissioners |                                                  |                                                    |                                                       |                                                    |                                                       |
| Franciscus M.A Sibarani                   | Komisaris Utama<br>President Commissioner        | -                                                  | -                                                     | -                                                  | -                                                     |
| Oke Nurwan                                | Komisaris<br>Commissioner                        | -                                                  | -                                                     | -                                                  | -                                                     |
| Darusman Mawardi                          | Komisaris Independen<br>Independent Commissioner | -                                                  | -                                                     | -                                                  | -                                                     |
| Chowadja Sanova                           | Komisaris Independen<br>Independent Commissioner | -                                                  | -                                                     | -                                                  | -                                                     |
| Endang Tirtana*                           | Komisaris Independen<br>Independent Commissioner | -                                                  | -                                                     | -                                                  | -                                                     |



**Kepemilikan Saham Perusahaan oleh Dewan Komisaris  
dan Direksi Secara Langsung pada Awal dan Akhir Tahun Buku 2022**  
Direct Shareholding of Company by Board of Commissioners and Directors  
at the Beginning and End of the 2022 Fiscal Year

| Nama<br>Name                  |                                                                                                                                                         | 01 Januari 2022<br>January 01, 2022                                         |                                                       | 31 Desember 2022<br>December 31, 2022                                              |                                                       |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------|
|                               |                                                                                                                                                         | Jumlah Saham (lembar)<br>Number of shares (shares)                          | Persentase Kepemilikan<br>Shareholding Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares)                                 | Persentase Kepemilikan<br>Shareholding Percentage (%) |
| Direksi<br>Board of Directors |                                                                                                                                                         |                                                                             |                                                       |                                                                                    |                                                       |
| Jobi Triananda Hasjim**       | Direktur Utama<br>President Director                                                                                                                    | -                                                                           | -                                                     | -                                                                                  | -                                                     |
| Daconi Khotob***              | Direktur Utama<br>President Director                                                                                                                    | 12.500                                                                      | 0,00013                                               | 12.500                                                                             | 0,00013                                               |
| Mukhamad Saifudin             | Direktur Pemasaran<br>Director of Marketing                                                                                                             | -                                                                           | -                                                     | -                                                                                  | -                                                     |
| Suherman Yahya****            | Direktur Produksi dan Pengembangan / Direktur (Fungsi Operasi)<br>Director of Production and Development / Director (Operation Function)                | Belum menjabat sebagai Direksi<br>Not serving as the Board of Directors yet |                                                       | 16.098                                                                             | 0,00016                                               |
| M. Jamil*****                 | Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management                                                                           | -                                                                           | -                                                     | -                                                                                  | -                                                     |
| Tubagus Muhammad Dharury***** | Direktur Keuangan & Manajemen Risiko / Direktur (Fungsi Keuangan dan SDM)<br>Director of Finance & Risk Management / Director (Finance and HR Function) | -                                                                           | -                                                     | -                                                                                  | -                                                     |
| Amrullah*****                 | Direktur Umum dan SDM<br>Director of General Affairs and HR                                                                                             | 114.500                                                                     | 0,00115                                               | Tidak lagi menjabat sebagai Direksi<br>No longer serving as the Board of Directors |                                                       |
| Gatot Mardiana*****           | Direktur Umum dan SDM<br>Director of General Affairs and HR                                                                                             | -                                                                           | -                                                     | -                                                                                  | -                                                     |

## Keterangan:

## Information:

- \*) : Endang Tirtana efektif tidak lagi menjabat sebagai Komisaris Independen sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Endang Tirtana effectively no longer serves as Independent Commissioner since the end of the Annual GMS on March 25, 2022
- \*\*) : Jobi Triananda Hasjim efektif tidak lagi menjabat sebagai Direktur Utama sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Jobi Triananda Hasjim effectively no longer serves as President Director since the end of the Annual GMS on March 25, 2022
- \*\*\*) : Daconi Khotob efektif menjabat sebagai Direktur Utama sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022 setelah sebelumnya menjabat sebagai Direktur Produksi dan Pengembangan  
Daconi Khotob has effectively served as President Director since the end of the Annual GMS on March 25, 2022 after previously serving as Director of Production and Development
- \*\*\*\*) : Suherman Yahya efektif menjabat sebagai Direktur Produksi dan Pengembangan sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022, kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Produksi dan Pengembangan, menjadi Direktur (Fungsi Operasi).  
Suherman Yahya has effectively served as Production and Development Director since the end of the Annual GMS on March 25, 2022, then based on the Extraordinary GMS Decision on January 24, 2023, there was a change in the position nomenclature from Production and Development Director to Director (Operations Function).
- \*\*\*\*\*) : M. Jamil efektif tidak lagi menjabat sebagai Direktur Keuangan & Manajemen Risiko sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
M. Jamil effectively no longer serves as Director of Finance & Risk Management since the end of the Annual GMS on March 25, 2022
- \*\*\*\*\*) : Tubagus Muhammad Dharury efektif menjabat sebagai Direktur Keuangan & Manajemen Risiko sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022, kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Keuangan dan Manajemen Risiko, menjadi Direktur (Fungsi Keuangan dan SDM).  
Tubagus Muhammad Dharury has effectively served as Director of Finance & Risk Management since the end of the Annual GMS on March 25, 2022, then based on the Extraordinary GMS Resolution on January 24, 2023, there was a change in the position nomenclature from Director of Finance and Risk Management, to Director (Finance and HR Functions).
- \*\*\*\*\*) : Amrullah efektif tidak lagi menjabat sebagai Direktur Umum dan SDM sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Amrullah effectively no longer serves as Director of General Affairs and HR since the end of the Annual GMS on March 25, 2022
- \*\*\*\*\*) : Gatot Mardiana efektif menjabat sebagai Direktur Umum dan SDM sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Gatot Mardiana has effectively served as Director of General Affairs and HR since the end of the Annual GMS on March 25, 2022





## Kepemilikan Saham Perusahaan oleh Dewan Komisaris dan Direksi Secara Tidak Langsung pada Awal dan Akhir Tahun Buku 2022

Indirect Shareholding of Company by the Board of Commissioners and Directors at the Beginning and End of the 2022 Fiscal Year

| Nama<br>Name                              |                                                                                                                 | Jabatan<br>Position | 01 Januari 2022<br>January 01, 2022                         |                                                                | 31 Desember 2022<br>December 31, 2022                       |                                                                |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------|
|                                           |                                                                                                                 |                     | Jumlah Saham<br>(lembar)<br>Number of<br>shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) | Jumlah Saham<br>(lembar)<br>Number of<br>shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
| Dewan Komisaris<br>Board of Commissioners |                                                                                                                 |                     |                                                             |                                                                |                                                             |                                                                |
| Franciscus M.A Sibarani                   | Komisaris Utama<br>President Commissioner                                                                       | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Oke Nurwan                                | Komisaris<br>Commissioner                                                                                       | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Darusman Mawardi                          | Komisaris Independen<br>Independent<br>Commissioner                                                             | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Chowadja Sanova                           | Komisaris Independen<br>Independent<br>Commissioner                                                             | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Endang Tirtana*                           | Komisaris Independen<br>Independent<br>Commissioner                                                             | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Direksi<br>Board of Directors             |                                                                                                                 |                     |                                                             |                                                                |                                                             |                                                                |
| Jobi Triananda Hasjim**                   | Direktur Utama<br>President Director                                                                            | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Daconi***                                 | Direktur Utama<br>President Director                                                                            | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Mukhamad Saifudin                         | Direktur Pemasaran<br>Director of Marketing                                                                     | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| Suherman Yahya****                        | Direktur Produksi dan Pengembangan<br>Director of Production and Development /<br>Director (Operation Function) | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |
| M. Jamil*****                             | Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management                                   | Nihil<br>Nil        |                                                             | Nihil<br>Nil                                                   |                                                             |                                                                |





## Kepemilikan Saham Perusahaan oleh Dewan Komisaris dan Direksi Secara Tidak Langsung pada Awal dan Akhir Tahun Buku 2022

Indirect Shareholding of Company by the Board of Commissioners and Directors at the Beginning and End of the 2022 Fiscal Year

| Nama<br>Name                  | Jabatan<br>Position                                                                                                                                     | 01 Januari 2022<br>January 01, 2022                         |                                                                | 31 Desember 2022<br>December 31, 2022                       |                                                                |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------|
|                               |                                                                                                                                                         | Jumlah Saham<br>(lembar)<br>Number of<br>shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) | Jumlah Saham<br>(lembar)<br>Number of<br>shares<br>(shares) | Persentase<br>Kepemilikan<br>Shareholding<br>Percentage<br>(%) |
| Tubagus Muhammad Dharury***** | Direktur Keuangan & Manajemen Risiko / Direktur (Fungsi Keuangan dan SDM)<br>Director of Finance & Risk Management / Director (Finance and HR Function) | Nihil<br>Nil                                                |                                                                | Nihil<br>Nil                                                |                                                                |
| Amrullah*****                 | Direktur Umum dan SDM<br>Director of General Affairs and HR                                                                                             | Nihil<br>Nil                                                |                                                                | Nihil<br>Nil                                                |                                                                |
| Gatot Mardiana*****           | Direktur Umum dan SDM<br>Director of General Affairs and HR                                                                                             | Nihil<br>Nil                                                |                                                                | Nihil<br>Nil                                                |                                                                |

### Keterangan:

Information:

- \*) : Endang Tirtana efektif tidak lagi menjabat sebagai Komisaris Independen sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Endang Tirtana effectively no longer serves as Independent Commissioner since the end of the Annual GMS on March 25, 2022
- \*\*) : Jobi Triananda Hasjim efektif tidak lagi menjabat sebagai Direktur Utama sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Jobi Triananda Hasjim effectively no longer serves as President Director since the end of the Annual GMS on March 25, 2022
- \*\*\*): Daconi Khotob efektif menjabat sebagai Direktur Utama sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022 setelah sebelumnya menjabat sebagai Direktur Produksi dan Pengembangan  
Daconi Khotob has effectively served as President Director since the end of the Annual GMS on March 25, 2022 after previously serving as Director of Production and Development
- \*\*\*\*): Suherman Yahya efektif menjabat sebagai Direktur Produksi dan Pengembangan sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022, kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Produksi dan Pengembangan, menjadi Direktur (Fungsi Operasi).  
Suherman Yahya has effectively served as Production and Development Director since the end of the Annual GMS on March 25, 2022, then based on the Extraordinary GMS Decision on January 24, 2023, there was a change in the position nomenclature from Production and Development Director to Director (Operations Function).
- \*\*\*\*\*): M. Jamil efektif tidak lagi menjabat sebagai Direktur Keuangan & Manajemen Risiko sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
M. Jamil effectively no longer serves as Director of Finance & Risk Management since the end of the Annual GMS on March 25, 2022
- \*\*\*\*\*): Tubagus Muhammad Dharury efektif menjabat sebagai Direktur Keuangan & Manajemen Risiko sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022, kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Keuangan dan Manajemen Risiko, menjadi Direktur (Fungsi Keuangan dan SDM).  
Tubagus Muhammad Dharury has effectively served as Director of Finance & Risk Management since the end of the Annual GMS on March 25, 2022, then based on the Extraordinary GMS Resolution on January 24, 2023, there was a change in the position nomenclature from Director of Finance and Risk Management, to Director (Finance and HR Functions).
- \*\*\*\*\*): Amrullah efektif tidak lagi menjabat sebagai Direktur Umum dan SDM sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Amrullah effectively no longer serves as Director of General Affairs and HR since the end of the Annual GMS on March 25, 2022
- \*\*\*\*\*): Gatot Mardiana efektif menjabat sebagai Direktur Umum dan SDM sejak berakhirnya RUPS Tahunan tanggal 25 Maret 2022  
Gatot Mardiana has effectively served as Director of General Affairs and HR since the end of the Annual GMS on March 25, 2022



### Informasi Pembelian/Penjualan Saham Dewan Komisaris dan Direksi

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, disebutkan bahwa setiap anggota Dewan Komisaris dan Direksi diwajibkan untuk menyampaikan informasi kepada Perusahaan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perusahaan paling lambat 3 (tiga) hari kerja setelah terjadinya transaksi. Selanjutnya, Perusahaan menyampaikan laporan kepada Otoritas Jasa Keuangan (OJK) atas transaksi tersebut paling lambat 10 (sepuluh) hari sejak terjadinya transaksi.

Tercatat seluruh anggota Dewan Komisaris, baik yang masih menjabat atau yang sudah tidak menjabat per 31 Desember 2022, tidak memiliki saham Perusahaan, baik langsung maupun tidak langsung. Adapun pada tahun 2022, tidak terdapat transaksi pembelian dan/atau penjualan saham Perusahaan yang dimiliki oleh Direksi, baik yang masih menjabat atau yang sudah tidak menjabat per 31 Desember 2022, dan baru diangkat di tahun 2022.

### Information on Purchase/Sell of Shares of the Board of Commissioners and Directors

According to Financial Services Authority Regulation No. 11/POJK.04/2017, which pertains to Reports of Shareholding or Any Changes in Shareholding of Public Company Shares, every member of the Board of Commissioners and Directors is obligated to inform the Company of their ownership and any change in ownership of Company shares within 3 (three) working days after the transaction occurs. Moreover, the Company is required to submit a report to the Financial Services Authority (OJK) regarding the transaction no later than 10 (ten) days after it occurred.

As of December 31, 2022, it has been recorded that all members of the Board of Commissioners, regardless of whether they are still serving or not, do not own any Company shares, whether directly or indirectly. Moreover, there have been no buying or selling transactions of the Company's shares owned by the Directors in 2022, including those who are still serving or have not served as of December 31, 2022, and were only appointed in 2022.



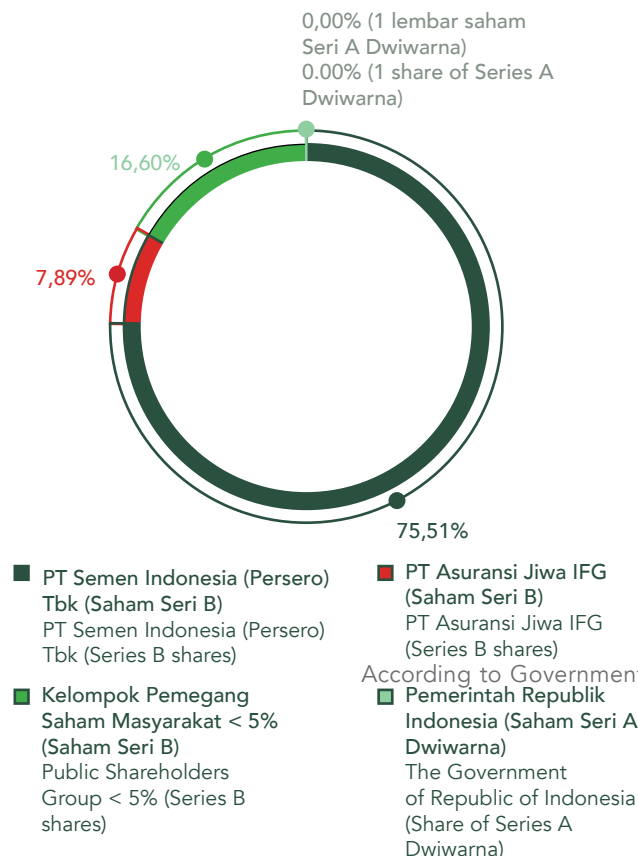
# INFORMASI TENTANG PEMEGANG SAHAM UTAMA/PENGENDALI HINGGA ENTITAS PEMILIK AKHIR

## INFORMATION ON MAJORITY/CONTROLLERS SHAREHOLDER UP TO THE ULTIMATE ENTITIES

Seperti yang telah dijelaskan sebelumnya, sehubungan dengan telah dilakukannya *inbreng* saham pada 19 Desember 2022, oleh Pemerintah Indonesia dengan mengalihkan saham Negara Republik Indonesia sejumlah 7.499.999.999 lembar saham Seri B dengan nilai seluruhnya sebesar Rp2.848.672.369.646,- atau mewakili 75,51% dari seluruh modal ditempatkan dan disetor penuh dalam Perusahaan ke dalam saham PT Semen Indonesia (Persero) Tbk atau Semen Indonesia (SIG), maka terjadi perubahan kepemilikan saham Perusahaan, sebagai kelanjutan Program Integrasi BUMN Sub Kluster Semen melalui proses Hak Memesan Efek Terlebih Dahulu (HMETD). Di mana dengan berintegrasinya Perusahaan ke dalam BUMN Sub Kluster Semen, menjadikan PT Semen Indonesia (Persero) Tbk atau Semen Indonesia (SIG) sebagai Pemegang Saham Utama Perusahaan dengan komposisi kepemilikan saham seri B sebesar 75,51% saham. Sementara Pemerintah Republik Indonesia merupakan Pemegang Saham Pengendali Perusahaan dan Entitas Pemilik Akhir Perusahaan dengan komposisi kepemilikan saham seri A Dwi Warna sebanyak 1 lembar.

As previously explained, in connection with the inbreng of shares on December 19, 2022, the Government of Indonesia transferred 7,499,999,999 Series B shares of the Republic of Indonesia, with a total value of IDR2,848,672,369,646 or representing 75.51% of the total issued and fully paid-up capital in the Company, into shares of PT Semen Indonesia (Persero) Tbk or Semen Indonesia (SIG). This resulted in a change in the Company's shareholding as a continuation of the Cement Sub Cluster SOE Integration Program through the Pre-emptive Rights process (HMETD). As a result of integrating the Company into the SOE Cement Sub Cluster, PT Semen Indonesia (Persero) Tbk or Semen Indonesia (SIG) became the Majority Shareholder of the Company with a series B shareholding composition of 75.51% shares. The Government of the Republic of Indonesia remains the Controlling Shareholder of the Company and the Company's Ultimate Owner with 1 share of series A Dwi Warna.

**Komposisi Pemegang Saham PT Semen Baturaja Tbk per 31 Desember 2022**  
Shareholder Composition of PT Semen Baturaja Tbk as of December 31, 2022





Sementara itu, sesuai dengan Peraturan Pemerintah No. 41 Tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan pada Perusahaan Persero (Persero), Perusahaan Umum (PERUM) dan Perusahaan Jawatan (PERJAN) kepada Menteri Negara Badan Usaha Milik Negara dan Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta Lembaran Negara Republik Indonesia; kuasa Pemegang Saham Utama/Pengendali Perusahaan adalah Kementerian Badan Usaha Milik Negara (BUMN).

concerning Delegation of Position, Duties, and Authorities of the Minister of Finance in Persero Companies (Persero), Public Companies (PERUM), and Service Companies (PERJAN) to the Minister of State for State-Owned Enterprises, as well as Law No. 19 of 2003 concerning State-Owned Enterprises and the State Gazette of the Republic of Indonesia, the power of attorney for the Major Shareholders/Controllers of the Company is held by the Ministry of State-Owned Enterprises (BUMN).

**Pemegang Saham Pengendali dan Entitas Pemilik Akhir**  
Controlling Shareholder and Name Of Ultimate Owner

|                                                                                                        |                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pemerintah Republik Indonesia /<br>Kepresidenan<br>Government of Republic of Indonesia /<br>Presidency | Istana Negara<br>National Palace<br>Jl. Medan Merdeka Utara No. 3<br>RT. 2/RW.3, Kel. Gambir<br>Kec. Gambir, Kota Jakarta Pusat<br>DKI Jakarta 10110, Indonesia                                                                                              |
|                                                                                                        | Kantor Kementerian Sekretariat Negara Republik Indonesia<br>Ministry of State Secretariat of the Republic of Indonesia Office<br>Jl. Veteran No. 17-18<br>Jakarta Pusat 10110<br>DKI Jakarta, Indonesia<br>Telp. +62 21 3845627<br>Website: www.setneg.go.id |
| Kementerian Badan Usaha Milik Negara<br>(BUMN)<br>Ministry of SOE Office                               | Kantor Kementerian BUMN<br>Ministry of SOE Office<br>Jl. Medan Merdeka Selatan No. 13<br>Jakarta Pusat 10110<br>DKI Jakarta, Indonesia<br>Telp. +62 21 29935678<br>Fax. +62 21 29935740<br>Website: www.bumn.go.id                                           |

**Pemegang Saham Utama**  
Majority Shareholder

|                                  |                                                                                                                                                                                                                                           |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PT Semen Indonesia (Persero) Tbk | PT Semen Indonesia (Persero) Tbk<br>South Quarter, Tower A, Lt 19-20<br>Jl. R.A. Kartini Kav.8, Cilandak Barat<br>Jakarta Selatan 12430<br>DKI Jakarta, Indonesia<br>Telp. +62 21 5261174-5<br>Fax. +62 21 5261176<br>Website: www.sig.id |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|





# INFORMASI DAFTAR ENTITAS ANAK, ENTITAS ASOSIASI, DAN VENTURA BERSAMA

## INFORMATION ON LIST OF SUBSIDIARIES, ASSOCIATED ENTITIES, AND JOINT VENTURES

Hingga 31 Desember 2022, Perusahaan hanya memiliki 1 (satu) Entitas Anak dan tidak memiliki Entitas Asosiasi ataupun Ventura Bersama. Berikut adalah informasi tentang Entitas Anak Perusahaan, yakni PT Baturaja Multi Usaha.

As of December 31, 2022, the Company only had 1 (one) Subsidiary and did not have Associated Entities or Joint Ventures. The following is information about the Subsidiary Entity, namely PT Baturaja Multi Usaha.

| Nama Entitas Anak<br>Subsidiary Name | Bidang Usaha<br>Line of Business                                                                               | Domisili<br>Domicile | Tahun Berdiri<br>Year of Establishment | Tahun Beroperasi Komersial<br>Year of Commercial Operation | Tahun Penyertaan Modal oleh Perusahaan<br>Year of Equity Participation by Company | Kepemilikan oleh Perusahaan<br>Ownership by Company (%) |       | Jumlah Aset (Rp juta)<br>Total Assets (IDR million) |         | Status Operasi<br>Operation Status |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------|-------|-----------------------------------------------------|---------|------------------------------------|
|                                      |                                                                                                                |                      |                                        |                                                            |                                                                                   | 2022                                                    | 2021  | 2022                                                | 2021    |                                    |
| PT Baturaja Multi Usaha              | Berusaha di bidang penjualan, logistik dan bisnis lainnya<br>Operates in sales, logistics and other businesses | Palembang            | 2016                                   | 2016                                                       | 2016                                                                              | 99,94                                                   | 99,94 | 161.287                                             | 164.212 | Beroperasi Operate                 |

### PT Baturaja Multi Usaha

PT Baturaja Multi Usaha (BMU) merupakan entitas anak PT Semen Baturaja Tbk yang didirikan pada tanggal 24 Februari 2016, berdasarkan akta Notaris No. 49, Notaris Akhmad Habriand, S.H., M.H., dan Akta ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No. AHU 0010830.AH.01.01 tanggal 26 Februari 2016. BMU resmi beroperasi di tahun 2016 dan bergerak di bidang jasa distribusi, agen penerbangan, penjualan logistik dan bisnis lainnya. Pada pelaksanaannya, Perusahaan menjual dan mendistribusikan semen (baik kantong maupun curah) dan bahan bangunan lainnya, didukung dengan gudang yang dikelola dengan baik. Perusahaan juga menyediakan barang dan jasa untuk berbagai bisnis untuk mengoptimalkan nilai dari setiap rantai proses dalam industri dan perdagangan.

Hingga akhir tahun 2022, kepemilikan saham Perusahaan terhadap PT Baturaja Multi Usaha adalah sebesar 99,94%.

### PT Baturaja Multi Usaha

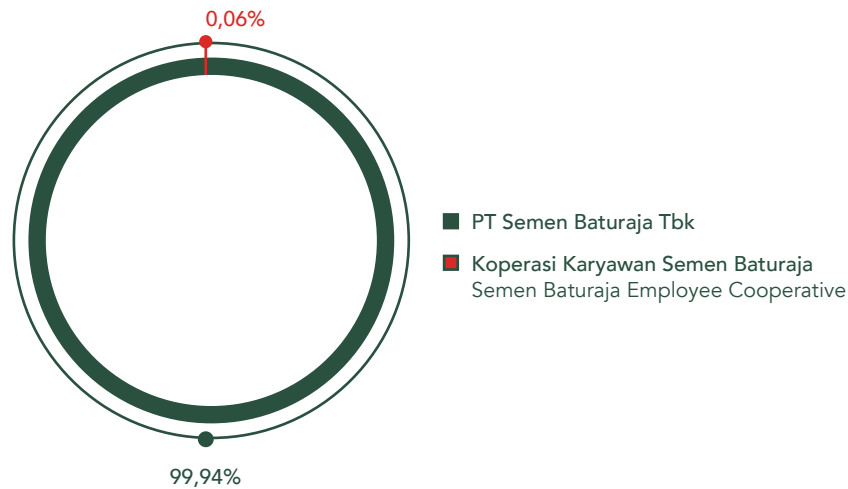
PT Baturaja Multi Usaha (BMU) is a subsidiary of PT Semen Baturaja Tbk. It was established on February 24, 2016, based on notarial deed No. 49, by Notary Akhmad Habriand, S.H., M.H. This deed was later ratified by the Minister of Law and Human Rights of the Republic Indonesia in decision letter No. AHU 0010830.AH.01.01 dated February 26, 2016. BMU officially began operating in 2016, and its primary activities include distribution services, aviation agency, logistics sales, and other businesses. In practice, BMU sells and distributes cement (both bagged and bulk) and other building materials, supported by well-managed warehouses. Additionally, the Company provides goods and services to various businesses to optimize the value of each process chain in industry and commerce.

Until the end of 2022, the Company's share ownership in PT Baturaja Multi Usaha is 99.94%.



### Komposisi Kepemilikan Saham PT Baturaja Multi Usaha per 31 Desember 2022

Shareholding Composition of PT Baturaja Multi Usaha as of December 31, 2022



#### Alamat | Address :

#### PT Baturaja Multi Usaha

Jalan KH. Bastari  
Perumahan Ogan Permata Indah Blok DA 21 D - 21 F  
Jakabaring, Palembang  
Phone: 0711-5541379

| Kinerja PT Baturaja Multi Usaha<br>PT Baturaja Multi Usaha Performance | 2022<br>(Rp juta)<br>(IDR million) | 2021<br>(Rp juta)<br>(IDR million) | Kenaikan/ Penurunan<br>Increase (decrease) |                                 |   |
|------------------------------------------------------------------------|------------------------------------|------------------------------------|--------------------------------------------|---------------------------------|---|
|                                                                        |                                    |                                    | Nominal<br>(Rp juta)<br>(IDR million)      | Persentase<br>Percentage<br>(%) |   |
| Keuangan<br>Financial                                                  |                                    |                                    |                                            |                                 |   |
| Pendapatan<br>Income                                                   | 234.518                            | 218.608                            | 15.910                                     | 7,28                            | ↑ |
| Beban Pokok Pendapatan<br>Income of Goods Sold                         | 217.374                            | 197.480                            | 19.893                                     | 10,07                           | ↑ |
| Laba Bersih<br>Net Profit                                              | 1.402                              | 2.553                              | (1.151)                                    | -45,07                          | ↓ |
| Aset<br>Assets                                                         | 161.287                            | 164.212                            | (2.924)                                    | -1,78                           | ↓ |
| Liabilitas<br>Liabilities                                              | 199.799                            | 204.301                            | (4.503)                                    | -2,2                            | ↓ |
| Ekuitas<br>Equity                                                      | (38.511)                           | (40.089)                           | (1.578)                                    | -3,94                           | ↓ |

### Manajemen Kunci PT Baturaja Multi Usaha per 31 Desember 2022

Key Management of PT Baturaja Multi Usaha as of December 31, 2022

|                                |                        |
|--------------------------------|------------------------|
| <b>Manajemen</b><br>Management |                        |
| Direktur<br>Director           | Basthony Santri        |
| VP Sales & Transport           | David Irwanto          |
| VP Financial                   | Pramaja Gusnady        |
| VP Corporate Management        | Achmad Rinaldy Agustra |

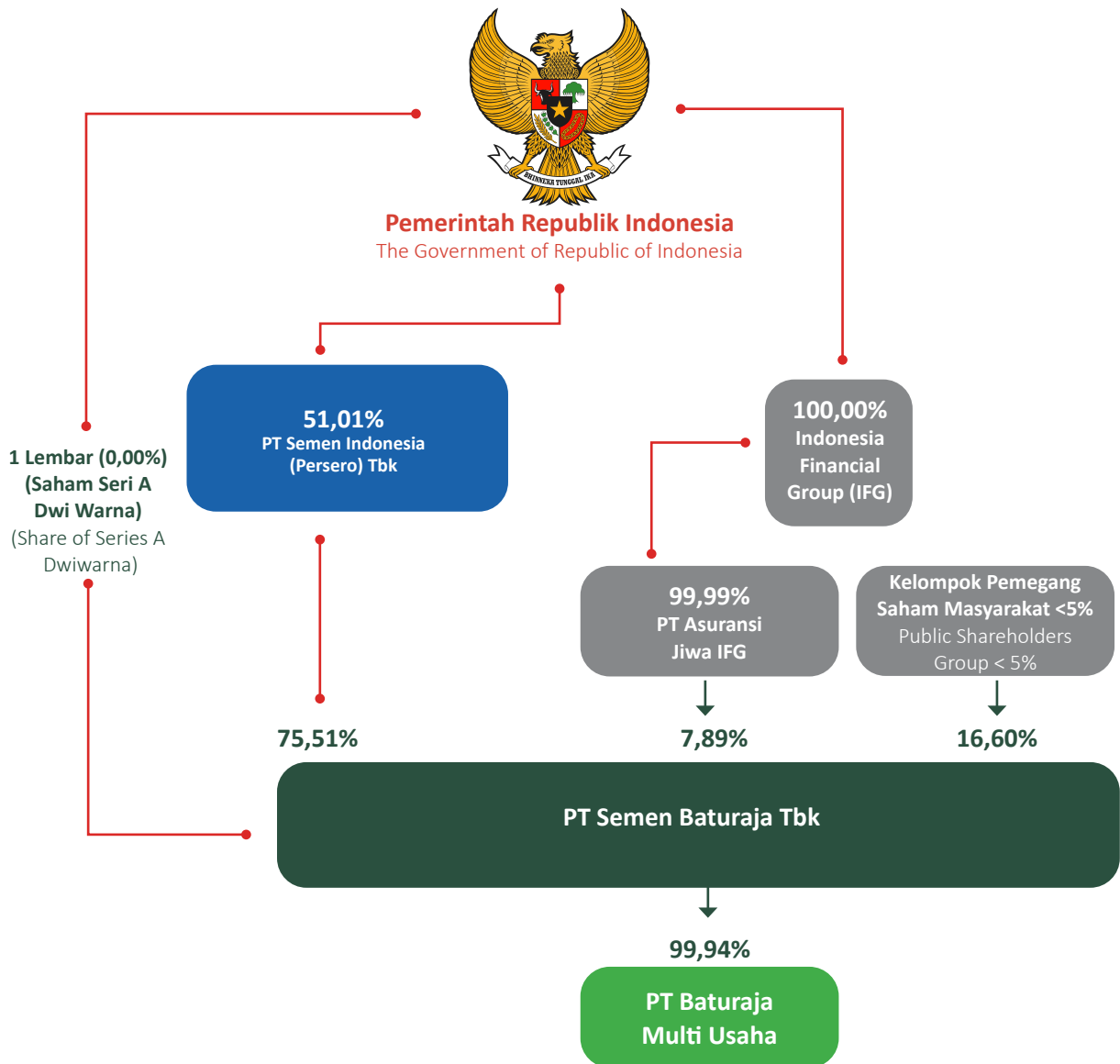


## STRUKTUR GRUP PERUSAHAAN

Struktur Grup PT Semen Baturaja Tbk per 31 Desember 2022

## COMPANY GROUP STRUCTURE

Group Structure of PT Semen Baturaja Tbk as of December 31, 2022



- Pemegang Saham Pengendali dan Entitas Pemilik Akhir  
Controlling Shareholders and Ultimate Owner Entities.
- Pemegang Saham Utama  
Majority Shareholders
- Pemegang Saham Non Pengendali  
Non-Controlling Shareholders
- Entitas Anak  
Subsidiary



# KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SAHAM

## CHRONOLOGY OF ISSUANCE AND/OR LISTING OF SHARE

### Penawaran Umum Saham Perdana

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 Juni 2013, Perusahaan 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.

### Initial Public Offering

On June 19, 2013, the Financial Services Authority in Indonesia issued Letter No. S-176/D.04/2013, granting approval for the Statement of Effective Registration by the Company. Subsequently, on June 28, 2013, the Company conducted a series B initial public offering (IPO) on the Indonesia Stock Exchange, offering 2,337,678,500 shares at a nominal price of IDR100 per share and a share offering price of IDR560 per share.

| Tanggal Pencatatan<br>Recording Date | Jenis Tindakan Korporasi<br>Type of Corporate Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tujuan Tindakan Korporasi<br>Objectives of Corporate Action                                                                                                                                                                      | Jumlah Saham Diterbitkan<br>Number of Issued Shares | Nama Bursa Pencatatan Saham Perusahaan<br>Stock Exchange Name of Company Shares Listing |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------|
| 28 Juni 2013<br>June 28, 2013        | PT Semen Baturaja (Persero) Tbk resmi melakukan pencatatan saham di Bursa Efek Indonesia melalui penerbitan saham baru atau <i>Initial Public Offering</i> (IPO) dengan kode saham SMBR. Perusahaan 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.<br>PT Semen Baturaja (Persero) Tbk officially listed its shares on the Indonesia Stock Exchange through an Initial Public Offering (IPO) using the stock code SMBR. The Company released 23.76% of its shares to the public, equivalent to 2,337,678,500 shares with a nominal value of IDR100 per share. These shares were sold at IDR560 per share, resulting in a total emission of IDR1.3 trillion. The IPO marks an important milestone for the Company as it seeks to raise capital to fund its expansion plans. | Pendanaan Pembangunan pabrik semen di Baturaja, Sumatra Selatan dengan kapasitas produksi 1,85 juta ton<br>Funding the construction of a cement plant in Baturaja, South Sumatra with a production capacity of 1.85 million tons | 2.337.678.500                                       | Bursa Efek Indonesia<br>Indonesia Stock Exchange                                        |



| Tanggal Pencatatan<br>Recording Date | Jenis Tindakan Korporasi<br>Type of Corporate Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Tujuan Tindakan Korporasi<br>Objectives of Corporate Action                                      | Jumlah Saham Diterbitkan<br>Number of Issued Shares | Nama Bursa Pencatatan Saham Perusahaan<br>Stock Exchange Name of Company Shares Listing |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------|
| 18 April 2017<br>April 18, 2017      | Bursa Efek Indonesia menyetujui pencatatan saham Perusahaan yang dilakukan secara pra-pencatatan di Bursa Efek Indonesia dengan jumlah saham sebanyak 162.320.400 saham seri B yang berasal dari saham <i>Management and Employee Stock Option Plan</i> (MESOP) dengan nilai nominal Rp100 per saham<br>The Indonesia Stock Exchange has approved the pre-listing of the Company's shares. The total number of shares to be listed is 162,320,400, and they are series B shares originating from Management and Employee Stock Option Plan (MESOP) shares. Each share has a nominal value of IDR100. | Program kepemilikan Saham Karyawan dan Manajemen<br>Employee and Management Shareholding Program | 94.855.836                                          | Bursa Efek Indonesia<br>Indonesia Stock Exchange                                        |

### Program Alokasi Saham untuk Karyawan

SMBR memberikan fasilitas kepemilikan saham Perusahaan melalui program *Employee Stock Allocation* (ESA) dengan mengalokasikan 0,82% dari total saham yang diterbitkan pada saat penawaran umum perdana (IPO), dalam jangka waktu selama 1 (satu) tahun.

Selain itu, berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) pada tahun 2017, Perusahaan 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 (BEI). Pada periode pelaksanaan 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 Perusahaan hingga akhir tahun buku sebanyak 9.932.534.336 lembar.

### Share Allocation Program for Employees

The Company's shareholding facility is provided by SMBR through the Employee Stock Allocation (ESA) program, which allocates 0.82% of the total shares issued at the IPO for one year.

The General Meeting of Shareholders approved the listing of 162,320,400 series B shares for the Management Employee Stock Option Plan (MESOP) in 2017. During the 2017-2019 implementation period, 94,855,836 shares were absorbed, but 67,464,564 shares remained unabsorbed until the end of the implementation period in 2019. As a result, the number of outstanding shares for the Company at the end of the financial year was 9,932,534,336 shares.

| Periode<br>Period                | Keterangan<br>Description                                           | Nilai Nominal (Rp)<br>Nominal Value (IDR) | Harga Penawaran (Rp)<br>Offering Price (IDR) | Jumlah Saham Diterbitkan (lembar)<br>Number of Issued Shares (shares) | Jumlah Saham (lembar)<br>Number of Shares (shares) | Bursa Efek<br>Stock Exchange                     |
|----------------------------------|---------------------------------------------------------------------|-------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|
| <b>Sebelum IPO</b><br>Before IPO |                                                                     |                                           |                                              | <b>7.500.000.000</b>                                                  | <b>7.500.000.000</b>                               |                                                  |
| 2013                             | Penawaran Umum Saham Perdana (IPO)<br>Initial Public Offering (IPO) | 100                                       | 560                                          | 2.337.678.500                                                         | 9.837.678.500                                      | Bursa Efek Indonesia<br>Indonesia Stock Exchange |





| Periode<br>Period | Keterangan<br>Description | Nilai<br>Nominal (Rp)<br>Nominal Value<br>(IDR) | Harga<br>Penawaran<br>(Rp)<br>Offering Price<br>(IDR) | Jumlah<br>Saham<br>Diterbitkan<br>(lembar)<br>Number of<br>Issued Shares<br>(shares) | Jumlah Saham<br>(lembar)<br>Number of<br>Shares<br>(shares) | Bursa Efek<br>Stock Exchange                           |
|-------------------|---------------------------|-------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------|
| 2017              | Employee<br>Management    | 100                                             | 2.550                                                 | 87.118.783                                                                           | 9.924.797.283                                               | Bursa Efek<br>Indonesia<br>Indonesia Stock<br>Exchange |
| 2018              | Employee<br>Management    | 100                                             | 3.090                                                 | 7.737.053                                                                            | 9.932.534.336                                               | Bursa Efek<br>Indonesia<br>Indonesia Stock<br>Exchange |
| 2019              | Employee<br>Management    | 100                                             | 1.160                                                 | -                                                                                    | 9.932.534.336                                               | Bursa Efek<br>Indonesia<br>Indonesia Stock<br>Exchange |





# KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN EFEK LAINNYA

## CHRONOLOGY OF ISSUANCE AND/OR OTHER SECURITIES LISTING

Hingga akhir tahun 2022, Perusahaan tidak menerbitkan efek apapun. Dengan demikian tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya, nilai penawaran efek lainnya, nama bursa dimana efek lainnya dicatatkan, maupun peringkat efek.

The Company will not issue any securities until the end of 2022. Therefore, there is no information available regarding other securities, including their names, issuance year, interest rates/returns, maturity dates, value of offerings, stock exchange listing, or rating.



# LEMBAGA DAN/ATAU PROFESI PENUNJANG

## SUPPORTING INSTITUTIONS AND/OR PROFESSIONALS

### Kantor Akuntan Publik

Public Accounting Firm

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama Lembaga/Profesi<br>Institution/Profession | Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network)                                                                                                                                                                                                                                                                                                                                                           |
| Alamat<br>Address                              | Plaza Asia Lt. 10<br>Jl. Jendral Sudirman Kav. 59, Kel. Senayan<br>Kec. Kebayoran Baru<br>Jakarta Selatan, 12190. Indonesia<br>Telepon : (62) 21-5140 1340<br>Fax : (62) 21-5140 1350<br>Email : contact@rsm.id<br>Plaza Asia Lt. 10<br>Jl. Jendral Sudirman Kav. 59, Kel. Senayan<br>Kec. Kebayoran Baru<br>South Jakarta, 12190. Indonesia<br>Phone : (62) 21-5140 1340<br>Fax : (62) 21-5140 1350<br>Email : contact@rsm.id |
| Jasa yang Diberikan<br>Services Provided       | 1. Audit Interim Laporan Keuangan TW I/2022<br>2. Audit Interim Laporan Keuangan TW II/2022<br>3. Audit Laporan Keuangan Tahunan Tahun Buku 2022<br>1. Interim Audit of Q1/2022 Financial Statements<br>2. Interim Audit of Q2/2022 Financial Statements<br>3. Audit of the Annual Financial Statements for the 2022 Fiscal Year                                                                                               |
| Jasa lainnya<br>Other Services                 | -                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Periode Penugasan<br>Assignment Period         | 1. 1 (satu) bulan<br>2. 1 (satu) bulan<br>3. 3 (tiga) bulan<br>1. 1 (One) Month<br>2. 1 (One) Month<br>3. 3 (Three) Months                                                                                                                                                                                                                                                                                                     |
| Biaya Jasa<br>Fee                              | Jasa Audit:<br>1. Rp298.000.000,-<br>2. Rp298.000.000,-<br>3. Rp650.000.000,-<br>Jasa Non Audit: tidak ada<br>Audit Services:<br>1. IDR298,000,000,-<br>2. IDR298,000,000,-<br>3. IDR650,000,000,-<br>Non Audit Services: none                                                                                                                                                                                                 |

### Konsultan Hukum

Legal Consultant

|                                                 |                                                                                                                                                                                                            |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama Lembaga/ Profesi<br>Institution/Profession | Chrishandoyo Budi Sulistyo, S.H.,M.H.                                                                                                                                                                      |
| Alamat<br>Address                               | Jl. Padang Selasa No. 24F, Bukit Lama, Kecamatan Ilir Barat I, Kota Palembang, Sumatra Selatan 30121<br>Jl. Padang Selasa No. 24F, Bukit Lama, Kecamatan Ilir Barat I, Palembang City, South Sumatra 30121 |
| Jasa yang Diberikan<br>Services Provided        | Pendampingan Hukum Perselisihan Hubungan Industrial<br>Legal Assistance for Industrial Relations Disputes                                                                                                  |
| Periode Penugasan<br>Assignment Period          | 3 (tiga) Bulan<br>3 (three) months                                                                                                                                                                         |
| Biaya Jasa<br>Fee                               | Rp49.900.000,-<br>IDR49,900,000,-                                                                                                                                                                          |



## Biro Administrasi Efek

Securities Administration Bureau

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama Lembaga/ Profesi<br>Institution/Profession | PT Datindo Entrycom                                                                                                                                                                                                                                                                                                                                                                       |
| Alamat<br>Address                               | Jl. Hayam Wuruk No. 28 - Lantai 2 Jakarta 10120<br>Telepon : (62) - 21 - 350 8077 (Hunting)<br>Fax : (62) - 21 - 3508078<br>E-mail : corporatesecretary@datindo.com<br>Web : www.datindo.com<br>Jl. Hayam Wuruk No. 28 - Floor 2 Jakarta 10120<br>Phone : (62) - 21 - 350 8077 (Hunting)<br>Fax : (62) - 21 - 3508078<br>E-mail : corporatesecretary@datindo.com<br>Web : www.datindo.com |
| Jasa yang Diberikan<br>Services Provided        | 1. Jasa EO RUPST Tahun Buku 2021<br>2. Jasa Administrasi Saham Pasar Sekunder<br>1. AGMS EO Services for Fiscal Year 2021<br>2. Secondary Market Share Administration Services                                                                                                                                                                                                            |
| Periode Penugasan<br>Assignment Period          | 1. 25 Maret 2022<br>2. Juli 2022-Juni 2023<br>1. March 25, 2022<br>2. July 2022-June 2023                                                                                                                                                                                                                                                                                                 |
| Biaya Jasa (fee)<br>Fee                         | 1. Rp177.750.000,-<br>2. Rp40.000.000,-<br>1. IDR177,750,000,-<br>2. IDR40,000,000,-                                                                                                                                                                                                                                                                                                      |

## Notaris

Notary

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama Lembaga/ Profesi<br>Institution/Profession | Fathiah Helmi, S.H. & PPAT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Alamat<br>Address                               | Gedung Graha Irama Lt.6 c<br>Jl. HR. Rasuna Said Blok X-1 Kav. 1&2<br>Kuningan, Jakarta Selatan 12950<br>Telepon: (62) – 21 – 52907304, 42907306<br>Fax: (62) – 21 – 5261136<br>Graha Irama Building Floor 6 c<br>Jl. HR. Rasuna Said Blok X-1 Kav. 1&2<br>Kuningan, South Jakarta 12950<br>Phone: (62) – 21 – 52907304, 42907306<br>Fax: (62) – 21 – 5261136                                                                                                                                                       |
| Jasa yang Diberikan<br>Services Provided        | 1. Pembuatan Akta Berita Acara RUPST Tahun Buku 2021<br>2. Pembuatan Akta Perubahan Pengurus<br>3. Pengurusan Pemberitahuan Perubahan Anggaran Dasar dan/atau Perubahan Pengurus kepada Kementerian Hukum dan HAM RI<br>1. Preparation of Deed of AGMS Minutes for the 2021 Fiscal Year<br>2. Preparation of Deed of Management Change<br>3. Management of Notification of Changes to the Articles of Association and/or Changes in Management to the Ministry of Law and Human Rights of the Republic of Indonesia |
| Periode Penugasan<br>Assignment Period          | 1 (satu) bulan<br>1 (one) month                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Biaya Jasa (fee)<br>Fee                         | Rp43.000.000,-<br>IDR43,000,000,-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



# PENGHARGAAN DAN SERTIFIKASI

## AWARDS AND CERTIFICATION

### Penghargaan yang Diperoleh di Tahun 2022

Awards Received in 2022

#### Nasional

National



**Indonesia Information Technology Award (IITA) IV 2022**  
**Platinum Award-The Best IT for SOE's Public Company 2022**  
**Economic Review**

1

**25 Februari 2022**  
February 25, 2022



**Indonesia Sales & Marketing Award 2022**  
**Gold Award-The Best Sales Marketing for SEO-Public Company 2022**  
**Economic Review**

2

**18 Maret 2022**  
March 18, 2022



**Survei Statistik Industri Manufaktur**  
Manufacturing Industry Statistics Survey  
**Responden Responsif memberikan Data dalam Kegiatan Survei Statistik Industri Manufaktur**  
Responsive Respondents provide Data in Survey Activities Manufacturing Industry Statistics  
**Badan Pusat Statistik Indonesia (BPS) Republik Indonesia**  
Indonesian Central Bureau of Statistics (BPS) of Republic of Indonesia

3

**22 Maret 2022**  
March 22, 2022



**Penghargaan Kecelakaan Nihil Tahun 2021**  
Zero Accident Award 2021  
**Zero Accident Pabrik/Plant Palembang**  
**Kementerian Ketenagakerjaan RI**  
Indonesian Ministry of Manpower

4

**13 Mei 2022**  
May 13, 2022







**Penghargaan Kecelakaan Nihil Tahun 2021**  
Zero Accident Award 2021

**Zero Accident Pabrik/Plant Baturaja**

**Kementerian Ketenagakerjaan RI**  
Indonesian Ministry of Manpower

**13 Mei 2022**  
May 13, 2022

5



**Penghargaan Kecelakaan Nihil Tahun 2021**  
Zero Accident Award 2021

**Zero Accident Pabrik/Plant Lampung**

**Kementerian Ketenagakerjaan RI**  
Indonesian Ministry of Manpower

**13 Mei 2022**  
May 13, 2022

6



**The 13th Indonesia Institute for Corporate Directorship (IICD)**  
**Corporate Governance Award 2022**

**Penghargaan "Best State Owned Enterprise" dan "Top 50 Mid Capitalization of Public Listed Company (Mid Cap PLCs)"**  
"Best State Owned Enterprise" and "Top 50 Mid Capitalization of Public Listed Company (Mid Cap PLCs) Awards

**Indonesia Institute for Corporate Directorship (IICD)**

**27 Mei 2022**  
May 27, 2022

7



**Festival Olahraga Rekreasi Nasional (FORNAS) ke-VI**  
The VI National Recreation Sports Festival (FORNAS).

**Penghargaan Sponsor Festival Olahraga Rekreasi Nasional (FORNAS) ke-VI**  
Sponsorship Award of the VI National Recreation Sports Festival (FORNAS).

**Komite Olahraga Rekreasi Masyarakat Indonesia (KORMI)**  
Indonesian Community Recreation Sports Committee (KORMI)

**02 - 06 Juli 2022**  
July 02 - 06, 2022

8



**Sriwijaya Expo 2022**

**Stand Terbaik II kategori BUMN, BUMD dan Perusahaan Swasta**  
**Penghargaan Sriwijaya Expo 2022**

Best Stand II in the category of SOE, ROE and Private Companies Sriwijaya Expo 2022 Award

**Pemerintah Provinsi Sumatra Selatan**  
South Sumatra Provincial Government

**06 Juli 2022**  
July 06, 2022

9



17 Agustus 2022  
August 17, 2022

#### Peringatan HUT ke-77 RI di Provinsi Sumatra Selatan

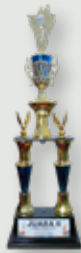
Commemoration of the 77th Anniversary of the Republic of Indonesia in South Sumatra Province

#### Juara Favorit Lomba Dekorasi dan Keindahan Kantor Kategori Forkopimda & BUMN/BUMD Tahun 2022

Award for Favorite Champion in the 2022 Forkopimda & SOE/ROE Category Office Decoration and Beautification Contest

Pemerintah Provinsi Sumatra Selatan  
South Sumatra Provincial Government

10



20-21 Agustus 2022  
August 20-21, 2022

#### Peringatan HUT ke-77 RI di Provinsi Sumatra Selatan

77th Anniversary of the Republic of Indonesia in South Sumatra Province

#### Juara II Lomba Perahu Hias Kategori BUMN/BUMD Provinsi Sumatra Selatan

Second Rank in the Decorative Boat Competition for the SOE/ROE Category in South Sumatra Province

Pemerintah Provinsi Sumatra Selatan  
South Sumatra Provincial Government

11



27-28 Oktober 2022  
October 27-28, 2022

#### International Quality & Productivity Convention (IQPC) 2022

1 (satu) Peringkat *Excellent* dan 1 (satu) Peringkat *Outstanding*  
1 (one) Excellent Rank and 1 (one) Outstanding Ranking

Indonesia Quality and Productivity Management Association  
(IQPMA)

12



29 September 2022  
September 29, 2022

#### Indonesia TJSL Award 2022

Best TJSL 2022 with Outstanding Social Economic Empowerment and Community Impact

Warta Ekonomi

13



13 Oktober 2022  
October 13, 2022

#### Indonesia Sustainability Development Goals Award (ISDA) 2022

#### Gold-SDG's 12 Konsumsi dan Produksi yang Bertanggung Jawab dalam Pemanfaatan Limbah B3

Gold-SDG's 12 Responsible Consumption and Production in the Utilization of B3 Waste

Corporate Forum for CSR Development

14





### Annual & Sustainability Report Rating of Indonesia

Annual Report Grade A

Corebest Indonesia

15 November 2022  
November 15, 2022

15



### Indonesia Sustainability Development Goals Award (ISDA) 2022

Terbaik 1 (satu) Bapak Suherman Yahya - Kontribusi Direksi dalam Pencapaian SDG's

Best 1 (one) Mr. Suherman Yahya - Contribution of the Board of Directors in Achieving SDG's

Corporate Forum for CSR Development

22 November 2022  
November 22, 2022

16



### The Next Top Leader 2022

200 Top Leader 2022

Infobank Indonesia

23 November 2022  
November 23, 2022

17



### Industri Hijau 2022

Green Industry 2022

Pemenuhan Standar Industri Hijau No SIH 23941.1:2018

Fulfillment of Green Industry Standard No. SIH 23941.1:2018

Kementerian Perindustrian RI  
Indonesian Ministry of Industry

25 November 2022  
November 25, 2022

18



### Temu Karya Mutu & Produktivitas Nasional XXVI (TKMPN) 2022

XXVI National Quality & Productivity Work Meeting (TKMPN) 2022

7 Kategori Gold

7 Gold Categories

Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI)  
Indonesian Quality & Productivity Management Association (AMMPI)

21-25 November 2022  
November 21-25, 2022

19



#### SNI Award 2022

**Peringkat Perak**  
Silver Rank

**Badan Standarisasi Nasional (BSN)**  
National Standardization Agency (BSN)

**30 November 2022**  
November 30, 2022

20

#### Internasional International



**Penghargaan Asia Sustainability Reporting Rating (ASRRAT) 2022**  
Asia Sustainability Reporting Rating (ASRRAT) Award 2022

**Peringkat Gold**  
Gold Rank

**National Center for Corporate Reporting (NCCR)**

**24 November 2022**  
November 24, 2022

21

#### Sertifikasi yang Masih Berlaku di Tahun 2022 Valid Certifications in 2022



**SNI ISO/IEC  
17025 : 2017**  
SNI ISO/IEC  
17025 : 2017



**SNI ISO  
9001:2015**  
SNI ISO  
9001:2015



**SNI ISO  
14001:2015**  
SNI ISO  
14001:2015



**SMK3 Pabrik Palembang**  
SMK3 Palembang Plant



**SMK3 Pabrik Baturaja**  
SMK3 Baturaja Plant



**SMK3 Pabrik Panjang**  
SMK3 Panjang Plant



**SPPT SNI OPC Type I**



**SPPT SNI OPC Type II**





**SPPT SNI Semen Portland Type V**  
SPPT SNI Portland Cement Type V



**SPPT SNI PCC**



**SNI ISO 37001:2016**  
SNI ISO 37001:2016



**Tingkat Komponen Dalam Negeri (TKDN) Produk Terak**  
Domestic Component Level (TKDN) Clinker Product



**Tingkat Komponen Dalam Negeri (TKDN) Produk Semen Portland**  
Domestic Component Level (TKDN) Portland Cement Product



**Tingkat Komponen Dalam Negeri (TKDN) Mortar Acian Abu-abu dan Putih**  
Domestic Component Level (TKDN) Grey and White Acian Mortar



**Tingkat Komponen Dalam Negeri (TKDN) Mortar Pasangan Bata dan Plasteran**  
Domestic Component Level (TKDN) Brick and Plastering Mortar



**Tingkat Komponen Dalam Negeri (TKDN) Mortar Pasangan Bata Ringan dan Perekat Keramik**  
Domestic Component Level (TKDN) Lightweight Brick and Ceramic Adhesive Mortar



**Tingkat Komponen Dalam Negeri (TKDN) Produk White Clay**  
Domestic Component Level (TKDN) White Clay Product





## Sertifikasi yang Masih Berlaku di Tahun 2022

Valid Certifications in 2022

| Tanggal Dikeluarkannya Sertifikasi<br>Certificate Issuance Date | Jenis, Bidang atau Area Sertifikasi<br>Type, Field or Area of Certification                                                                                                                                      | Nama Sertifikasi<br>Certification Name               | Kegunaan<br>Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Pemberi<br>Provider                                                                              | Masa Berlaku<br>Validity period                             | Dokumen Sertifikat<br>Certificate Document                                             |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 28 Juni 2022<br>June 28, 2022                                   | Persyaratan Umum Kompetensi Laboratorium Pengujian dan Kalibrasi Departemen <i>Quality Control</i><br>General Requirements for Testing and Calibration Laboratory Competencies Department <i>Quality Control</i> | SNI ISO/IEC 17025 : 2017<br>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.<br>To set competency standards for laboratories where the scope of this standard includes testing and calibration with standard methods, and the methods developed by the laboratory itself.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Komite Akreditasi Nasional (KAN)<br>National Accreditation Committee (KAN)                       | 28 Juni 2022-27 Juni 2027<br>June 28, 2022 – June 27, 2027  | LP-462-IDN                                                                             |
| 03 Juni 2022<br>June 03, 2022                                   | Sistem Manajemen Mutu Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, serta Pabrik Panjang<br>Quality Management System for the Head Office and Palembang Plant, Baturaja Plant, and Panjang Plant             | SNI ISO 9001:2015<br>SNI ISO 9001:2015               | Secara umum penerapan ISO 9001:2015 adalah untuk:<br>1. Meningkatkan kepercayaan kepada pelanggan akan mutu produk dan layanan.<br>2. Memberikan jaminan mutu produk dan layanan.<br>3. Meningkatkan produktivitas Perusahaan.<br>4. Meningkatkan motivasi karyawan. Membentuk hubungan saling menguntungkan dengan pemasok.<br>5. Mencapai penghematan biaya yang optimum.<br>Mengetahui risiko dan peluang dalam meningkatkan mutu produk dan layanan.<br>In general, the application of ISO 9001: 2015 is to:<br>1. Increase trust to customers of product and service quality.<br>2. Provide quality assurance of products and services.<br>3. Increase company productivity.<br>4. Increase employee motivation.<br>5. Form a mutually beneficial relationship with suppliers.<br>6. Achieve optimum cost savings.<br>Recognize risks and opportunities in improving the quality of products and services. | BSPJI Palembang                                                                                  | 03 Juni 2022- 02 Juni 2025<br>June 03, 2022 – June 02, 2025 | 004/BSKJI/ BSPJI- Palembang/ MS.2/VI/2022<br>004/BSKJI/ BSPJI- Palembang/ MS.2/VI/2022 |
| 28 Juli 2022<br>July 28, 2022                                   | Sistem Manajemen Lingkungan Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, serta Pabrik Panjang                                                                                                               | SNI ISO 14001:2015<br>SNI ISO 14001:2015             | Untuk mengidentifikasi secara sistematis dan mengelola risiko lingkungan sehingga mampu melindungi lingkungan secara komprehensif dan dapat mengurangi keluhan masyarakat secara umum.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sucofindo International Certification Services<br>Sucofindo International Certification Services | 28 Juli 2022-27 Juli 2025<br>July 28, 2022 – July 27, 2025  | EMS 00402<br>EMS 00402                                                                 |



## Sertifikasi yang Masih Berlaku di Tahun 2022

### Valid Certifications in 2022

| Tanggal Dikeluarkannya Sertifikasi<br>Certificate Issuance Date | Jenis, Bidang atau Area Sertifikasi<br>Type, Field or Area of Certification                                                       | Nama Sertifikasi<br>Certification Name | Kegunaan<br>Purpose                                                                                                                                                                                                                                                                                                                                                                                                                            | Pemberi<br>Provider                                                                                 | Masa Berlaku<br>Validity period                                                  | Dokumen Sertifikat<br>Certificate Document                             |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------|
|                                                                 | Environmental Management System for the Head Office and Palembang Plant, Baturaja Plant, and Panjang Plant                        |                                        | To systematically identify and manage environmental risks so as to be able to protect the environment comprehensively and can reduce public complaints in general.                                                                                                                                                                                                                                                                             |                                                                                                     |                                                                                  |                                                                        |
| 17 September 2020<br>September 17, 2020                         | Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Palembang<br>Plant Safety and Health Management System                    | SMK3<br>SMK3                           | 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.<br>To ensure that the organization's occupational safety and health management system is documented, implemented, maintained effectively and meets the applicable audit, laws and regulatory requirements. | Kementerian Ketenagakerjaan Republik Indonesia<br>Ministry of Manpower of the Republic of Indonesia | 17 September 2020 - 17 September 2023<br>September 17, 2020 - September 17, 2023 | REG.<br>SMK3.2020.<br>SUC.SK-2157<br>REG.<br>SMK3.2020.<br>SUC.SK-2157 |
|                                                                 | Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Baturaja<br>Baturaja Plant Safety and Health Safety Management System     | SMK3<br>SMK3                           | 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.<br>To ensure that the organization's occupational safety and health management system is documented, implemented, maintained effectively and meets the applicable audit, laws and regulatory requirements. | Kementerian Ketenagakerjaan Republik Indonesia<br>Ministry of Manpower of the Republic of Indonesia | 17 September 2020 - 17 September 2023<br>September 17, 2020 - September 17, 2023 | REG.<br>SMK3.2020.<br>SUC.SK-2156<br>REG.<br>SMK3.2020.<br>SUC.SK-2156 |
|                                                                 | Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Panjang<br>Panjang Plant Occupational Safety and Health Management System | SMK3<br>SMK3                           | 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.<br>To ensure that the organization's occupational safety and health management system is documented, implemented, maintained effectively and meets the applicable audit, laws and regulatory requirements. | Kementerian Ketenagakerjaan Republik Indonesia<br>Ministry of Manpower of the Republic of Indonesia | 17 September 2020 - 17 September 2023<br>September 17, 2020 - September 17, 2023 | REG.<br>SMK3.2020.<br>SUC.SK-2158<br>REG.<br>SMK3.2020.<br>SUC.SK-2158 |



### Sertifikasi yang Masih Berlaku di Tahun 2022 Valid Certifications in 2022

| Tanggal Dikeluarkannya Sertifikasi<br>Certificate Issuance Date | Jenis, Bidang atau Area Sertifikasi<br>Type, Field or Area of Certification                                                                                                               | Nama Sertifikasi<br>Certification Name | Kegunaan<br>Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Pemberi<br>Provider | Masa Berlaku<br>Validity period                                 | Dokumen Sertifikat<br>Certificate Document                     |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------|----------------------------------------------------------------|
| 29 November 2022<br>November 29, 2022                           | Jenis Ordinary Portland Cement (OPC) Type I Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang<br>Ordinary Portland Cement (OPC) Type I Palembang Plant, Baturaja Plant & Panjang Plant   | SPPT SNI OPC Type I                    | 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.<br>To ensure and see whether consistency and implementation in cement production are in accordance with Indonesian National Standards and ensure the organization's quality management system is documented, implemented, maintained effectively and meets the requirements of applicable auditing standards, laws and regulations. | BSPJI<br>Palembang  | 22 Maret 2022- 21 Maret 2026<br>March 22, 2022 – March 21, 2026 | No.069/<br>BSPJI-<br>Palembang/<br>MS.1/XI/2022                |
| 22 Maret 2022<br>March 22, 2022                                 | Jenis Ordinary Portland Cement (OPC) Type II Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang<br>Ordinary Portland Cement (OPC) Type II Palembang Plant, Baturaja Plant & Panjang Plant | SPPT SNI OPC Type II                   | 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.<br>To ensure and see whether consistency and implementation in cement production are in accordance with Indonesian National Standards and ensure the organization's quality management system is documented, implemented, maintained effectively and meets the requirements of applicable auditing standards, laws and regulations. | BSPJI<br>Palembang  | 22 Maret 2022- 21 Maret 2026<br>March 22, 2022 – March 21, 2026 | No.032/<br>BSKJI/<br>Baristand-<br>Palembang/<br>MS.1/III/2022 |



## Sertifikasi yang Masih Berlaku di Tahun 2022

### Valid Certifications in 2022

| Tanggal Dikeluarkannya Sertifikasi<br>Certificate Issuance Date | Jenis, Bidang atau Area Sertifikasi<br>Type, Field or Area of Certification                                                                                                                                                     | Nama Sertifikasi<br>Certification Name                           | Kegunaan<br>Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Pemberi<br>Provider                                                     | Masa Berlaku<br>Validity period                                            | Dokumen Sertifikat<br>Certificate Document                                                       |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 22 Maret 2022<br>March 22, 2022                                 | Jenis <i>Ordinary Portland Cement (OPC) Type V</i> Pabrik Baturaja<br>Ordinary Portland Cement (OPC) Type V Baturaja Plant                                                                                                      | SPPT SNI Semen Portland Type V<br>SPPT SNI Semen Portland 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.<br>To ensure and see whether consistency and implementation in cement production are in accordance with Indonesian National Standards and ensure the organization's quality management system is documented, implemented, maintained effectively and meets the requirements of applicable auditing standards, laws and regulations. | BSPJI Palembang                                                         | 22 Maret 2022-16 Juli 2026<br>March 22, 2022 – July 16, 2026               | No.033/BSKJI/Baristand-Palembang/MS.1/III/2022<br>No.033/BSKJI/Baristand-Palembang/MS.1/III/2022 |
| 29 November 2022<br>November 29, 2022                           | Jenis Portland Komposit (PCC) Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang<br>Types of Portland Composite (PCC) Palembang Plant, Baturaja Plant & Panjang Plant                                                           | SPPT SNI PCC<br>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.<br>To ensure and see whether consistency and implementation in cement production are in accordance with Indonesian National Standards and ensure the organization's quality management system is documented, implemented, maintained effectively and meets the requirements of applicable auditing standards, laws and regulations. | Lembaga Sertifikasi Produk BIPA<br>BIPA Product Certification Institute | 31 Mei 2021-18 Juni 2025<br>May 31, 2021 – June 18, 2025                   | No.068/BSPJI-Palembang/MS.1/XI/2022<br>No.068/BSPJI-Palembang/MS.1/XI/2022                       |
| 11 Desember 2020<br>December 11, 2020                           | Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) <i>Divisi Corporate Secretary dan Divisi Procurement</i><br>Certification of the Anti-Bribery Management System (SMAP) Division Corporate Secretary and Procurement Division | SNI ISO 37001:2016<br>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.<br>To instill an Anti-Bribery culture in an organization and apply appropriate control so that it can increase the opportunity to detect and reduce bribery events from the start.                                                                                                                                                                                                                                                                        | BSI Group Indonesia                                                     | 11 Desember 2020-10 Desember 2023<br>December 11, 2020 – December 10, 2023 | IABMS 738282<br>IABMS 738282                                                                     |



## Sertifikasi yang Masih Berlaku di Tahun 2022 Valid Certifications in 2022

| Tanggal Dikeluarkannya<br>Certificate Issuance Date | Jenis, Bidang atau Area Sertifikasi<br>Type, Field or Area of Certification                                                                                                                                                | Nama Sertifikasi<br>Certification Name                                                                                    | Kegunaan<br>Purpose                                                                                                                                                                               | Pemberi<br>Provider                                                                               | Masa Berlaku<br>Validity period                                              | Dokumen Sertifikat<br>Certificate Document                                                                     |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 07 Februari 2020<br>February 07, 2020               | Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Terak SMBR<br>Legitimate Signs of Domestic Component Level Achievement for SMBR Clinker                                                                       | Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN)<br>Legitimate Signs of Domestic Component Level Achievement (TKDN) | Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri.<br>Describe the number of use of raw materials and other materials which are domestic products. | Kementerian Perindustrian Republik Indonesia<br>Ministry of Industry of the Republic of Indonesia | 07 Februari 2020 - 06 Februari 2023<br>February 07, 2020 – February 06, 2023 | LPA-067/<br>PK-2439/<br>PTKDNKOM-INFRAS/I/20<br>LPA-067/<br>PK-2439/<br>PTKDNKOM-INFRAS/I/20                   |
|                                                     | Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen Portland<br>Legitimate Signs of Domestic Component Level Achievement for Portland Cement Products                                                       | Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN)<br>Legitimate Signs of Domestic Component Level Achievement (TKDN) | Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri.<br>Describe the number of use of raw materials and other materials which are domestic products. | Kementerian Perindustrian Republik Indonesia<br>Ministry of Industry of the Republic of Indonesia | 07 Februari 2020 - 06 Februari 2023<br>February 07, 2020 – February 06, 2023 | LPA-040/<br>PK-2439/<br>PTKDNKOM-INFRASI/I/20<br>LPA-040/<br>PK-2439/<br>PTKDNKOM-INFRASI/I/20                 |
| 26 Agustus 2021<br>August 26, 2021                  | Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Mortar Acian Abu-abu, Mortar Acian Putih<br>Legitimate Signs of Domestic Component Level Achievement for Grey Cladding Mortar Products, White Cladding Mortar | Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN)<br>Legitimate Signs of Domestic Component Level Achievement (TKDN) | Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri.<br>Describe the number of use of raw materials and other materials which are domestic products. | Kementerian Perindustrian Republik Indonesia<br>Ministry of Industry of the Republic of Indonesia | 26 Agustus 2021-25 Agustus 2024<br>August 26, 2021- August 25, 2024          | LPA-3230/<br>PK-2439/<br>PTKDN.DIPA-INFRAS/<br>VII/21<br>LPA-3230/<br>PK-2439/<br>PTKDN.DIPA-INFRAS/<br>VII/21 |
|                                                     | Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Mortar Pasangan Bata & Plesteran<br>Legitimate Signs of Domestic Component Level Achievement for Brick & Plastering Mortar Products                           | Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN)<br>Legitimate Signs of Domestic Component Level Achievement (TKDN) | Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri.<br>Describe the number of use of raw materials and other materials which are domestic products. | Kementerian Perindustrian Republik Indonesia<br>Ministry of Industry of the Republic of Indonesia | 26 Agustus 2021-25 Agustus 2024<br>August 26, 2021- August 25, 2024          | LPA-3231/<br>PK-2439/<br>PTKDN.DIPA-INFRAS/<br>VII/21                                                          |







### Sertifikasi yang Masih Berlaku di Tahun 2022

Valid Certifications in 2022

| Tanggal Dikeluarkannya Sertifikasi<br>Certificate Issuance Date | Jenis, Bidang atau Area Sertifikasi<br>Type, Field or Area of Certification                                                                                                                                                                                                                    | Nama Sertifikasi<br>Certification Name                                                                                                               | Kegunaan<br>Purpose                                                                                                                                                                                                    | Pemberi<br>Provider                                                                                                 | Masa Berlaku<br>Validity period                                                 | Dokumen Sertifikat<br>Certificate Document                                                                             |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|                                                                 | Tanda Sah<br>Capaian Tingkat<br>Komponen<br>Dalam Negeri<br>untuk Produk<br>Mortar Pasangan<br>Bata Ringan,<br>Mortar Perekat<br>Keramik<br>Legitimate Signs<br>of Domestic<br>Component<br>Level<br>Achievement<br>for Lightweight<br>Brick Mortar<br>Products,<br>Ceramic<br>Adhesive Mortar | Tanda Sah<br>Capaian Tingkat<br>Komponen<br>Dalam Negeri<br>(TKDN)<br>Legitimate Signs<br>of Domestic<br>Component<br>Level<br>Achievement<br>(TKDN) | Menerangkan jumlah<br>penggunaan bahan baku<br>dan material lainnya yang<br>merupakan produk dalam<br>negeri.<br>Describe the number of use<br>of raw materials and other<br>materials which are domestic<br>products. | Kementerian<br>Perindustrian<br>Republik<br>Indonesia<br>Ministry of<br>Industry of the<br>Republic of<br>Indonesia | 26 Agustus<br>2021-25<br>Agustus 2024<br>August 26,<br>2021- August<br>25, 2024 | LPA-3232/<br>PK-2439/<br>PTKDN.DIPA-<br>INFRAS/<br>VII/21<br>LPA-3232/<br>PK-2439/<br>PTKDN.DIPA-<br>INFRAS/<br>VII/21 |
|                                                                 | Tanda Sah<br>Capaian Tingkat<br>Komponen<br>Dalam Negeri<br>untuk Produk<br>White Clay<br>Legitimate Signs<br>of Domestic<br>Component<br>Level<br>Achievement<br>for White Clay<br>Products                                                                                                   | Tanda Sah<br>Capaian Tingkat<br>Komponen<br>Dalam Negeri<br>(TKDN)<br>Legitimate Signs<br>of Domestic<br>Component<br>Level<br>Achievement<br>(TKDN) | Menerangkan jumlah<br>penggunaan bahan baku<br>dan material lainnya yang<br>merupakan produk dalam<br>negeri.<br>Describe the number of use<br>of raw materials and other<br>materials which are domestic<br>products. | Kementerian<br>Perindustrian<br>Republik<br>Indonesia<br>Ministry of<br>Industry of<br>Republic of<br>Indonesia     | 26 Agustus<br>2021-25<br>Agustus 2024<br>August 26,<br>2021- August<br>25, 2024 | LPA-3233/<br>PK-2439/<br>PTKDN.DIPA-<br>INFRAS/<br>VII/21                                                              |



# DAFTAR ALAMAT ENTITAS ANAK, KANTOR CABANG SERTA KANTOR PERWAKILAN

## LIST OF SUBSIDIARIES, BRANCH OFFICES AND REPRESENTATIVE OFFICES ADDRESSES

|                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kantor Pusat &amp; Pabrik Palembang</b>                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                            |
| <p>Jl. Abikusno Cokrosuyoso Kertapati<br/>Palembang - 30258<br/>Telepon : (62) - 711 - 511261 (Hunting)<br/>Fax : (62) - 711 - 512126<br/>Email : corsec.smb@sig.id</p> |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Head Office and Palembang Plant</b>                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                            |
| <p>Jl. Abikusno Cokrosuyoso Kertapati<br/>Palembang - 30258<br/>Phone : (62) - 711 - 511261 (Hunting)<br/>Fax : (62) - 711 - 512126<br/>Email : corsec.smb@sig.id</p>   |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Kantor Perwakilan</b><br>Representative Office                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Jakarta</b>                                                                                                                                                          | <p>Gedung Graha Irama Lt.9 Ruang B dan C<br/>Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia<br/>Telepon : (62) - 21 - 5261113, 5261114<br/>Fax : (62) - 21 - 5261411<br/>Gedung Graha Irama Lt.9 Ruang B dan C<br/>Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia<br/>Phone : (62) - 21 - 5261113, 5261114<br/>Fax : (62) - 21 - 5261411</p> |
| <b>Kantor Cabang</b><br>Branch Office                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Baturaja</b>                                                                                                                                                         | <p>Jl. Raya Tiga Gajah Baturaja<br/>Ogan Komering Ulu, Sumatra Selatan 32117<br/>Telepon : (62) - 735 - 320344, 320366, 320368<br/>Fax : (62) - 735 - 320367<br/>Jl. Raya Tiga Gajah Baturaja<br/>Ogan Komering Ulu, South Sumatra 32117<br/>Phone : (62) - 735 - 320344, 320366, 320368<br/>Fax : (62) - 735 - 320367</p>                                 |
| <b>Panjang</b>                                                                                                                                                          | <p>Jl. Yos Sudarso KM 7 Panjang. Bandar Lampung 35243<br/>Telepon : (62) - 721 - 31718, 31818, 31538<br/>Fax : (62) - 721 - 31343<br/>Jl. Yos Sudarso KM 7 Panjang. Bandar Lampung 35243<br/>Phone : (62) - 721 - 31718, 31818, 31538<br/>Fax : (62) - 721 - 31343</p>                                                                                     |
| <b>Entitas Anak</b><br>Subsidiary                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                            |
| <b>PT Baturaja Multi Usaha</b>                                                                                                                                          | <p>Jalan KH. Bastari Perumahan Ogan Permata Indah<br/>Blok DA 21 D - 21 F Jakabaring, Palembang<br/>Telepon : (62) - 711 - 5541379<br/>Jalan KH. Bastari Perumahan Ogan Permata Indah<br/>Blok DA 21 D - 21 F Jakabaring, Palembang<br/>Phone : (62) - 711 - 5541379</p>                                                                                   |



# INFORMASI PADA SITUS WEB PERUSAHAAN

## INFORMATION ON THE COMPANY'S WEBSITE



Semen Baturaja memiliki situs web resmi sebagai salah satu sarana dalam memenuhi keterbukaan terhadap publik yang menyajikan informasi secara komunikatif dan ter-update mengenai Perusahaan sesuai dengan prinsip transparansi dan keterbukaan informasi bagi publik, melalui situs web resmi Perusahaan dengan alamat [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id). Situs web ini merupakan portal resmi Perusahaan yang dapat diakses secara terbuka, kapan saja, dan di mana saja, dengan mudah dan sederhana, dengan tujuan memberikan informasi yang komprehensif, akurat dan aktual tentang Perusahaan kepada khalayak luas. Situs web resmi Perusahaan yang disajikan dengan dua bahasa, yaitu bahasa Indonesia dan bahasa Inggris, juga telah sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik yang telah ditetapkan pada tanggal 25 Juni 2015, seperti:

1. Informasi Umum Emiten atau Perusahaan Publik;
2. Informasi bagi Pemodal atau Investor;
3. Informasi Tata Kelola Perusahaan; dan
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's official website, [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id), serves as a means to meet the public's need for transparency and information disclosure. The website provides up-to-date and communicative information about the Company, which can be accessed easily and simply from anywhere, anytime. It aims to provide comprehensive and accurate information about the company to a wide audience. The website is presented in two languages, Indonesian and English, in accordance with Regulation POJK No. 8/POJK.04/2015, which governs issuer websites and public companies. This regulation was established on June 25, 2015.

1. General information of issuers or public companies;
2. Information for investors;
3. Corporate Governance Information; and
4. Corporate Social Responsibility Information.

The provision of information through Semen Baturaja's official website is also in line with the principle of transparency in managing the company, as stipulated in Law No. 14 of 2008 dated April 30, 2008, concerning Public Information Disclosure.



**Ketersediaan Informasi pada Situs Web Perusahaan Berdasarkan POJK No. 8/POJK.04/2015**  
Availability of information on the Company's website Based on POJK No. 8/POJK.04/2015

| Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Ketersediaan<br>Availability | Keterangan<br>Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Informasi pemegang saham sampai dengan pemilik akhir individu<br>Shareholder information to the final owner of the individual                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                            | <a href="https://semenbaturaja.co.id/investor-informasi-saham-obligasi/">https://semenbaturaja.co.id/investor-informasi-saham-obligasi/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Isi Kode Etik<br>Code of Conduct Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | ✓                            | <a href="https://semenbaturaja.co.id/pedoman-perilaku/">https://semenbaturaja.co.id/pedoman-perilaku/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 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<br>Information on the General Meeting of Shareholders (GMS) at least includes the event material discussed in the GMS, Summary of the Minutes of the GMS, the date of the GMS announcement, the GMS call date, the GMS date, the GMS Minutes Summary Date | ✓                            | <a href="https://semenbaturaja.co.id/rups/">https://semenbaturaja.co.id/rups/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Laporan Keuangan Tahunan (5 tahun terakhir)<br>Annual Financial Statements (last 5 years)                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                            | <a href="https://semenbaturaja.co.id/laporan-tahunan-keuangan/">https://semenbaturaja.co.id/laporan-tahunan-keuangan/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Profil Dewan Komisaris dan Direksi<br>Profile of Board of Commissioners and Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                            | <a href="https://semenbaturaja.co.id/dewan-komisaris/">https://semenbaturaja.co.id/dewan-komisaris/</a><br><a href="https://semenbaturaja.co.id/direksi/">https://semenbaturaja.co.id/direksi/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal<br>Charter/Charter of Board of Commissioners, Directors, Committees, and Internal Audit Units                                                                                                                                                                                                                                                                                                                                                               | ✓                            | <a href="https://semenbaturaja.co.id/board-manual/">https://semenbaturaja.co.id/board-manual/</a><br><a href="https://semenbaturaja.co.id/piagam-komite-audit/">https://semenbaturaja.co.id/piagam-komite-audit/</a><br><a href="https://semenbaturaja.co.id/piagam-komite-manajemen-risiko/">https://semenbaturaja.co.id/piagam-komite-manajemen-risiko/</a><br><a href="https://semenbaturaja.co.id/piagam-komite-nominasi-dan-remunerasi/">https://semenbaturaja.co.id/piagam-komite-nominasi-dan-remunerasi/</a><br><a href="https://semenbaturaja.co.id/piagam-satuan-pengawasan-intern/">https://semenbaturaja.co.id/piagam-satuan-pengawasan-intern/</a> |

v = tersedia pada situs web Perusahaan  
x = belum tersedia pada situs web Perusahaan  
v = available on the Company's website  
x = not yet available on the Company's website

Semua informasi yang disajikan dalam *website* Perusahaan senantiasa diperbaharui secara berkala untuk memberikan informasi *ter-update* bagi segenap pemangku kepentingan maupun masyarakat umum. Selain itu, Perusahaan juga memiliki akun media sosial sebagai bagian dari keterbukaan informasi dan komunikasi kepada seluruh pemangku kepentingan, di antaranya Facebook, Instagram, Twitter, Youtube, dan LinkedIn.

All information presented on Semen Baturaja's website is regularly updated to provide the latest information to all stakeholders and the general public. In addition, the Company's also utilizes social media platforms, including Facebook, Instagram, Twitter, YouTube, and LinkedIn, to communicate and disclose information to all stakeholders.









## ANALISIS DAN PEMBAHASAN MANAJEMEN

### MANAGEMENT DISCUSSION AND ANALYSIS

Dengan mengoptimalkan posisi Perusahaan di pasar melalui penataan *channel* penjualan dan perluasan *coverage* wilayah penjualan melalui *platform digital* sehingga volume penjualan mampu tumbuh di tengah penurunan *demand*.

To overcome declining demand, Semen Baturaja is optimizing its position in the market by restructuring its sales channels and expanding the coverage of its sales areas through digital platforms. This strategy aims to increase sales volume and drive growth despite the challenging market conditions.

# TINJAUAN PEREKONOMIAN DAN INDUSTRI

## ECONOMIC AND INDUSTRIAL REVIEW



### ANALISIS PEREKONOMIAN GLOBAL DAN NASIONAL

Sepanjang tahun 2022, perekonomian global masih dihadapkan oleh berbagai tantangan, salah satunya adalah ketegangan geopolitik dunia akibat konflik Rusia-Ukraina, yang memperburuk fragmentasi dan prospek ekonomi global. Kondisi tersebut berdampak pada pelemahan transaksi perdagangan, kenaikan harga komoditas, dan ketidakpastian pasar keuangan global, yang menyebabkan koreksi prakiraan pertumbuhan ekonomi secara global.

Lembaga Dana Moneter Internasional (*International Monetary Fund/IMF*) dalam laporan *World Economic Outlook* yang dirilis pada Januari 2023, memprediksi pertumbuhan ekonomi global berada pada kisaran 3,4% atau turun signifikan dari pertumbuhan ekonomi global tahun 2021 yang tercatat sebesar 6,2%. Bahkan sejumlah Lembaga internasional memproyeksikan bahwa kondisi ini masih akan terus berlanjut dan diprediksi pertumbuhan perekonomian dunia di tahun 2023 akan lebih rendah dari perkiraan sebelumnya.

Di tengah perlambatan pertumbuhan ekonomi global, Badan Pusat Statistik (BPS) mencatat, kondisi ekonomi Indonesia di tahun 2022 justru tumbuh sebesar 5,31% (yoy), lebih tinggi dibandingkan tahun 2021 yang mengalami pertumbuhan

### GLOBAL AND NATIONAL ECONOMIC ANALYSIS

The global economy faced several challenges throughout 2022, including geopolitical tensions due to the Russia-Ukraine conflict, which exacerbated fragmentation and posed risks to the global economy. These conditions weakened trade transactions, led to rising commodity prices, and increased uncertainty in global financial markets, resulting in downward revisions to forecasts for global economic growth.

According to the World Economic Outlook report released by the International Monetary Fund (IMF) in January 2023, global economic growth is predicted to be around 3.4%, which represents a significant decrease from the 6.2% growth recorded in 2021. Many international institutions project that this trend will continue, and it is anticipated that global economic growth in 2023 will be lower than previously estimated.

In the midst of a slowdown in global economic growth, the Central Statistics Agency (BPS) noted that Indonesia's economic conditions in 2022 actually grew by 5.31% (yoy), which is higher than the growth of 3.70% experienced in



sebesar 3,70% di tengah pertumbuhan ekonomi global yang dalam tren melambat. Perekonomian nasional yang kuat didukung oleh hampir seluruh komponen PDB dari sisi pengeluaran.

Bank Indonesia (BI) memproyeksikan pertumbuhan ekonomi nasional di tahun 2023, diperkirakan tetap kuat pada kisaran 4,5-5,3%, hal itu didorong oleh peningkatan permintaan domestik, baik konsumsi rumah tangga maupun investasi. Prakiraan tersebut sejalan dengan naiknya mobilitas masyarakat pasca penghapusan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM), membaiknya prospek bisnis, meningkatnya aliran masuk Penanaman Modal Asing (PMA), serta berlanjutnya penyelesaian Proyek Strategis Nasional (PSN).

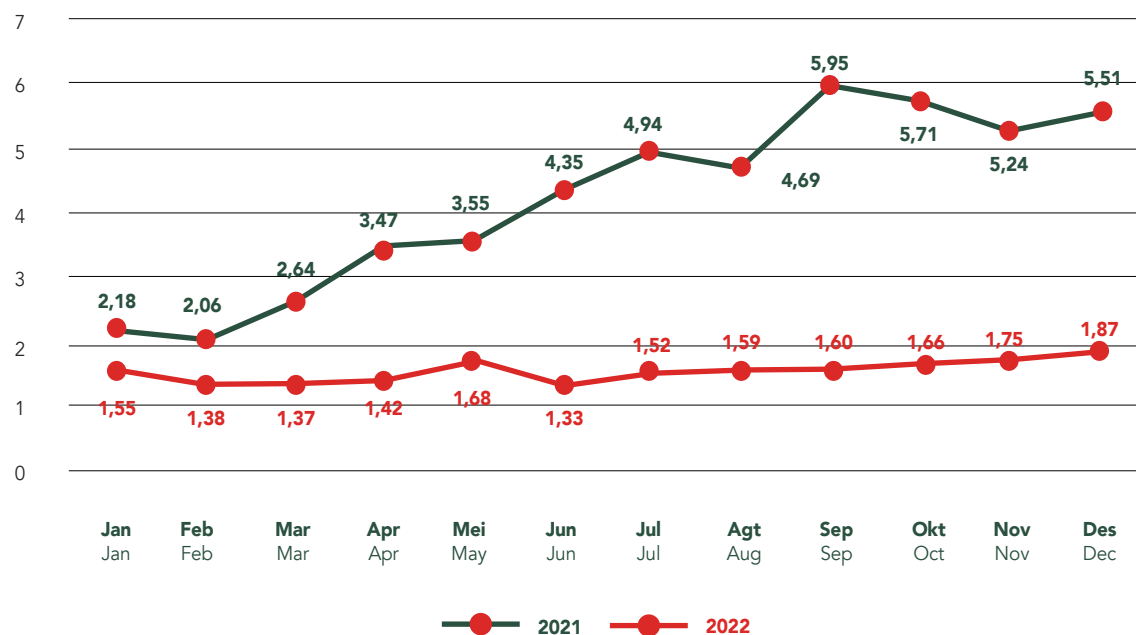
Berdasarkan data BPS secara tahunan (yoy), terjadi inflasi sebesar 5,51%. Sementara secara bulanan (mtm), terjadi inflasi sebesar 0,66%. Penyumbang utama inflasi tahunan di antaranya adalah komoditas bensin, bahan bakar rumah tangga, dan tarif angkutan udara dengan andil masing-masing sebesar 1,15%, 0,30% dan 0,27%.

2021, despite the global economic conditions. A strong national economy is supported by almost all components of GDP from the expenditure side, despite the slowing trend in economic growth.

Bank Indonesia (BI) projects a strong national economic growth for 2023, expected to be in the range of 4.5-5.3%, driven by increased domestic demand in both household consumption and investment. This prediction is supported by the increase in community mobility after the abolition of the Imposition of Restrictions on Community Activities (PPKM) policy, improved business prospects, increased inflows of Foreign Investment (PMA), and the ongoing completion of National Strategic Projects (PSN).

According to BPS data, there was an annual inflation of 5.51%, while on a monthly basis (mtm), inflation was 0.66%. The main contributors to the annual inflation were gasoline, household fuels, and airfares, with a share of 1.15%, 0.30%, and 0.27%, respectively.

**Pergerakan Laju Inflasi 2021-2022 (%)**  
Inflation Rate Movement 2021-2022 (%)



## ANALISIS INDUSTRI DAN POSISI PERUSAHAAN DALAM INDUSTRI

Di sisi lain, industri semen nasional hingga akhir tahun 2022 masih mengalami penurunan permintaan (*demand*). Asosiasi Semen Indonesia (ASI) menyebutkan *demand* semen nasional di tahun 2022 mengalami penurunan sebesar 3,3% dari periode yang sama tahun sebelumnya. Penurunan *demand* juga terjadi di wilayah Sumbagsel sebesar 6,8% terhadap tahun lalu meskipun *demand* di wilayah Sumatra Selatan yang menjadi pasar basis Perusahaan meningkat 2,6%. Di samping penurunan permintaan dan persaingan di industri semen yang semakin kompetitif, produsen semen di Indonesia juga dihadapkan dengan kenaikan harga energi seperti batubara yang terjadi di sepanjang tahun 2022 yang menjadi salah satu komponen utama dalam harga pokok penjualan semen.

Meski demikian, kinerja Perusahaan tahun 2022 tetap menunjukkan pertumbuhan positif, di mana penjualan semen mencapai angka 2 juta ton atau tumbuh 4% terhadap periode yang sama tahun sebelumnya. Pencapaian tersebut berdampak terhadap meningkatnya pendapatan usaha yang mencapai 7% dari periode tahun lalu atau mencapai Rp1,88 triliun. Perolehan laba bersih Perusahaan pun positif, yakni di angka Rp95 miliar.

## INDUSTRY ANALYSIS AND COMPANY POSITION IN INDUSTRY

Meanwhile, the national cement industry experienced a decrease in demand until the end of 2022. According to the Indonesian Cement Association (ASI), national cement demand in 2022 decreased by 3.3% compared to the same period in the previous year. The South Sumatra region also experienced a decline in demand by 6.8% compared to last year, despite an increase of 2.6% in the Company's base market. In addition to declining demand and increasing competition in the cement industry, cement producers in Indonesia are also facing the challenge of rising energy prices, such as coal, which will be one of the main components in the cost of cement sold throughout 2022.

Despite the challenges faced by the cement industry, the Company's performance in 2022 continued to show positive growth. Cement sales reached 2 million tons, representing a 4% growth compared to the same period in the previous year. This achievement resulted in a 7% increase in revenue compared to the previous year, reaching IDR1.88 trillion. The company also achieved a positive net profit of IDR95 billion.



# TINJAUAN OPERASI PER SEGMENT USAHA

## OPERATIONAL REVIEW BY BUSINESS SEGMENT

### DASAR PENERAPAN SEGMENT USAHA

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah melakukan usaha di bidang persemenan dan industri kimia dasar lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan. Tujuannya dalam rangka menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapat/ mengejar keuntungan guna meningkatkan nilai Perusahaan dengan prinsip-prinsip Perseroan Terbatas.

Pembahasan tinjauan operasi per segmen usaha pada Laporan Tahunan ini disajikan berdasarkan informasi keuangan yang digunakan oleh Manajemen selaku pengambil keputusan operasional dalam mengevaluasi kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya, Manajemen telah menetapkan segmen operasi berdasarkan aktivitas dari setiap kegiatan operasi Perusahaan dan entitas anak Perusahaan atas produk dan jasa yang dihasilkan.

Adapun produk yang dihasilkan oleh Perusahaan adalah semen, terak, mortar, dan *white clay* atau tanah liat putih. Sementara Perusahaan melalui PT Baturaja Multi Usaha (BMU) yang merupakan entitas anak Perusahaan, melaksanakan kegiatan usaha di bidang transportasi dan distribusi semen. Produk dan jasa yang dihasilkan Perusahaan dan entitas anak Perusahaan, merupakan sumber pendapatan Perusahaan secara konsolidasian, sebagaimana yang tersaji pada informasi keuangan, sebagai salah satu tolok ukur bagi Manajemen untuk mengevaluasi kinerja.

Sementara itu, saat ini Perusahaan tengah melakukan pengembangan produk yakni beton *porous* dan *fibre cement board* (FCB). Adapun beton *porous* berguna sebagai beton penutup permukaan tanah yang dapat diaplikasikan pada jalur pedestrian dan area taman karena memiliki kemampuan dapat ditembur air dan porositas tinggi. Bahan penyusunnya terdiri dari semen, air, *agregat* kasar dan *agregat* halus. Sementara *fibre cement board* (FCB) berguna untuk aplikasi partisi dinding, lantai, dan plafon, karena memiliki kelebihan yaitu lebih ringan, tahan terhadap air, rayap dan api, serta memiliki kuat lentur yang tinggi, serta mudah diinstalasi. Bahan bakunya terdiri dari semen, pasir silika dan aditif.

### BASIS OF BUSINESS SEGMENTS IMPLEMENTATION

According to Article 3 of the Company's Articles of Association, the aims and objectives of the Company are to conduct business in the cement and other basic chemical industries while optimizing the utilization of the Company's resources. The aim is to produce high-quality and highly competitive goods and/or services, pursue profits, and increase the value of the Company with the principles of a Limited Liability Company.

The operational review per business segment presented in this Annual Report is based on financial information used by Management as the operational decision maker in evaluating segment performance and determining the allocation of resources. Management has determined the operating segments based on the activities of each of the Company's and its subsidiaries' operating activities for the products and services produced.

The Company's products include cement, clinker, mortar, and white clay. Additionally, through its subsidiary PT Baturaja Multi Usaha (BMU), the Company engages in cement distribution and transportation. The products and services produced by the Company and its subsidiaries are a consolidated source of income for the Company and are presented in the financial information as one of the benchmarks for management to evaluate performance.

Meanwhile, the Company is currently developing two products: porous concrete and fiber cement board (FCB). Porous concrete is useful as a surface covering for pedestrian paths and park areas due to its ability to absorb water and high porosity. It is composed of cement, water, coarse aggregate, and fine aggregate. On the other hand, FCB is useful for partition walls, floors, and ceilings, as it is lighter, resistant to water, termites, and fire, and has high flexural strength and easy installation. Its raw materials consist of cement, silica sand, and additives.







## SEGMENT USAHA BERDASARKAN PRODUK DAN JASA YANG DIHASILKAN

### Produk Semen

Sebagai perusahaan yang bergerak dalam industri semen, hingga saat ini Perusahaan telah memproduksi 4 (empat) tipe produk semen dan beberapa produk sampingan maupun jasa, sebagaimana terlampir pada tabel berikut ini.

## BUSINESS SEGMENT BASED ON PRODUCTS AND SERVICES

### Cement Products

As a company operating in the cement industry, we currently produce four types of cement products. Please refer to the attached table for details.

| No | Tipe<br>Type                                                                                                   | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Ordinary Portland Cement (OPC) Tipe I Indonesian Standard: SNI No. 069/BSPJI-Palembang/MS.1/XI/2022            | <p>OPC Tipe I merupakan salah satu jenis produk Perusahaan 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.</p> <p>OPC Tipe I tersedia dalam kemasan zak 50 kilogram, <i>bigbag</i> 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.</p> <p>OPC Type I is one of the Company's product types that meets the criteria of SNI 2049: 2015 and can be recommended for construction building needs in general for all concrete grades without requiring special requirements. OPC Type I has the advantage, because it dries quickly, has strong adhesion, the results of the mortar are not easily cracked and good compressive strength.</p> <p>OPC Type I is available in 50 kg sacks, 1,000 kg big bags and bulk. OPC Type I is usually applied to bridge structures, concrete roads, multi-storey building components such as concrete panels, piles, aircraft runways.</p>                                 |
| 2  | Ordinary Portland Cement (OPC) Tipe II Indonesian Standard: SNI No. 032/BSKJI/BaristandPalembang/MS.1/III/2022 | <p>OPC Tipe II merupakan salah satu jenis produk Perusahaan 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%) &amp; panas hidrasi bersifat sedang "<i>Medium Resistance</i>". OPC Tipe II tersedia dalam kemasan <i>bigbag</i> 1.000 kilogram dan curah. OPC Tipe II biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, tanah rawa, dermaga, saluran irigasi dan bendungan.</p> <p>OPC Type II is one of the Company's product types that meets the criteria of SNI 2049: 2015 and can be recommended for construction building needs that require resistance to moderate sulfuric acid content (0.10 - 0.20%) &amp; medium hydration heat "<i>Medium Resistance</i>". OPC Type II is available in big bags of 1,000 kilograms and in bulk. OPC Type II is usually applied to buildings located on the seafont, marshlands, wharves, irrigation canals and dams.</p>                                                                                                                                                                                                                                                                                                                         |
| 3  | Ordinary Portland Cement (OPC) Tipe V SNI No. 033/BSKJI/BaristandPalembang/MS.1/III/2022                       | <p>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%) &amp; panas hidrasi bersifat tinggi "<i>Ultra Resistance</i>". OPC Tipe V tersedia dalam kemasan <i>bigbag</i> 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 <i>geothermal</i>.</p> <p>OPC Type V is a type of product that meets the criteria of SNI 2049: 2015 and can be recommended for construction building needs that require resistance to high sulfuric acid content (more than 0.20%) &amp; high hydration heat "<i>Ultra Resistance</i>". OPC Type V is available in big bags of 1,000 kilograms and in bulk. OPC Type V is usually applied to buildings located on the seafont, swamp areas, Wastewater Treatment Plant (WWTP) buildings, mining areas, nuclear power plants and geothermal projects.</p>                                                                                                                                                                                                     |
| 4  | Portland Composite Cement (PCC) Indonesian Standard: SNI No. 068/BSPJI-Palembang/MS.1/XI/2022                  | <p>PCC merupakan salah satu jenis produk Perusahaan 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, <i>bigbag</i> 1.000 kilogram dan curah. PCC biasanya diaplikasikan pada bangunan konstruksi pada umumnya seperti bangunan perumahan, gedung bertingkat, jembatan, batako, <i>paving block</i>.</p> <p>PCC is one of the Company's product types that meets the criteria of SNI 7064: 2014 and can be recommended for construction building needs in general. PCC has the advantage of having a lower hydration heat so it will be easier to work with and can produce a denser and smoother concrete and plaster surface. PCC also has strong adhesion, water resistance and good compressive strength. PCC is available in 50 kg sacks, 1,000 kg big bags and bulk. PCC is usually applied to construction buildings in general, such as residential buildings, multi-storey buildings, bridges, concrete blocks, paving blocks.</p> |



## Produk Terak

*Terak* atau *clinker*, merupakan produk setengah jadi untuk pembuatan semen yang berasal dari pembakaran campuran bahan baku yang terdiri dari batu kapur, tanah liat, pasir besi dan pasir silika. Selain produksi semen, Perusahaan memiliki lini bisnis produksi *terak* yang dihasilkan di pusat produksi yang terletak di Baturaja, yakni Pabrik Baturaja I dengan kapasitas 1.200.000 ton/tahun, dan Pabrik Baturaja II dengan kapasitas 1.500.000 ton/tahun.

## Baturaja Mortar

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

Selain itu, baturaja *mortar* juga memiliki banyak keunggulan karena lebih praktis, berkualitas, dan efisien. Produk ini terdiri dari 5 (lima) varian yaitu: 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. Perekat Keramik

Produk ini 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. Pasangan Bata dan Plesteran

Produk ini 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. Pasangan Bata Ringan

Produk ini merupakan 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. Acian Abu-Abu

Acian abu-abu merupakan jenis semen acian instan 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. Acian Putih

Acian putih merupakan jenis semen acian instan

## Clinker Products

Clinker is an essential raw material for the production of cement. The process of making clinker involves burning the mixture of raw materials such as limestone, clay, iron sand, and silica sand. The Company operates two production centers for clinker, which are the Baturaja I Plant and the Baturaja II Plant, both located in Baturaja, Indonesia. The Baturaja I Plant has a capacity of 1,200,000 tons per year, while the Baturaja II Plant has a capacity of 1,500,000 tons per year.

## Baturaja Mortar

Baturaja mortar is a type of instant cement product formulated with specific functions and uses, belonging to the company. It is very easy to apply since it does not require the addition of any other materials; it can be applied directly by just adding water. This instant cement is an alternative building material that can replace conventional cement-sand mortar. The advantages of using this mortar include a thinner application, making it more efficient, and special additives that enhance its quality.

In addition, Baturaja mortar offers many advantages such as practicality, high quality, and efficiency. The product comprises of five variants, which are ceramic adhesive, brick masonry and stucco, light brick masonry, gray mortar, and white mortar, available in 25 kg and 40 kg sacks.

### 1. Ceramic Adhesive

This product is an instant adhesive cement used for ceramic, granite, marble, mosaic, and natural stone on both floors and walls. The ceramic adhesive mortar has a strong adhesion, is practical, economical, and can be applied to uneven surfaces.

### 2. Masonry and Plastering

This product is an instant adhesive cement used for installing red brick and plaster on both brick and concrete walls. The mortar for masonry and plaster has a strong adhesion, is practical, economical, and can be plastered after just 5 hours.

### 3. Light Brickwork

This product is an instant adhesive cement used for the installation of light bricks. The lightweight masonry mortar has strong adhesion, is practical, economical, and can be plastered after 24 hours.

### 4. Gray Mixture

Gray mortar is an instant cement mortar used for plastering wall surfaces and concrete for indoor purposes. The plaster mortar produces a smooth coating, prevents hairline cracks, has good adhesion, is practical, economical, and efficient. It can also be painted immediately after 24 hours.

### 5. White Mixture

White plaster is an instant cement mortar used for



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 merupakan produk turunan yang dihasilkan Perusahaan. Produk ini diperoleh langsung dari proses penambangan di area milik Perusahaan. *White Clay* memiliki banyak kegunaan salah satunya sebagai bahan dalam proses pembuatan keramik dan pupuk NPK. Selain itu, terdapat juga hilirisasi produk lainnya yang masih dalam tahap pengembangan seperti *beton porous* dan *fibre cement board*.

### Jasa Pengangkutan dan Lain-lain

Perusahaan melalui PT Baturaja Multi Usaha (BMU) yang merupakan entitas anak Perusahaan, melaksanakan kegiatan usaha di bidang transportasi semen *zak*, curah, dan *bigbag*. Selain menjadi transportir semen, BMU juga menjadi transportir bahan-bahan material seperti, *clinker* dalam negeri, *pozzolan*, *gypsum*, dan *laterite ores*, serta limbah bahan berbahaya dan beracun. Di samping itu, BMU juga bergerak sebagai distributor Semen Baturaja dengan menjual semen jenis *zak*, curah, dan *bigbag*.

## STRATEGI PENGEMBANGAN SEGMENT USAHA DAN TANTANGAN YANG DIHADAPI SERTA UPAYA PERUSAHAAN DALAM MENGHADAPI TANTANGAN

Strategi Perusahaan mengacu kepada inisiatif strategis sub klaster semen yaitu untuk memastikan peningkatan nilai dari setiap tahapan proses bisnis di Perusahaan (*value chain*). Strategi dimulai dari penyesuaian rencana penjualan terhadap pertumbuhan *demand* semen yang diikuti oleh proses pengadaan, pengujian kualitas, serta penyimpanan bahan baku (*inbound logistics*). Kemudian diikuti oleh penyesuaian produksi untuk masing-masing produk, dengan mengimplementasikan *best practice* operational.

Untuk tahapan *outbound logistics*, dipilih opsi yang mampu memberikan *least cost to serve* hingga barang sampai kepada pelanggan dengan mengatur wilayah distribusi, hingga asal pengeluaran semen. Untuk strategi *Marketing* dan *Sales*, Perusahaan menerapkan program promosi, peningkatan penjualan melalui *digital platform*, dan menerapkan *pricing strategy*. Perusahaan juga mengutamakan pelayanan *after sales* untuk meningkatkan kepuasan pelanggan.

plastering concrete wall surfaces for both indoor and outdoor purposes. The white mortar produces a smooth coating, prevents hairline cracks, has good adhesion, is practical, economical, and efficient. It can also be painted immediately after 24 hours.

### White Clay

White Clay is a derivative product produced by the Company, obtained directly from the mining process within the Company's area. This product has many uses, including as an ingredient in the process of making ceramics and NPK fertilizer. Downstream products are also in development stages, such as porous concrete and fiber cement board.

### Transportation Services and Others

PT Baturaja Multi Usaha (BMU), a subsidiary of the Company, is engaged in cement transportation services through cement sacks, bulk, and big bags. In addition to cement, BMU also transports other materials such as, domestic clinker, pozzolan, gypsum, and laterite ores, as well as hazardous and toxic waste materials. BMU also acts as a distributor of Semen Baturaja by selling cement in various types of sacks, bulk, and bigbags.

## BUSINESS SEGMENT DEVELOPMENT STRATEGY AND CHALLENGES FACED AND COMPANY EFFORTS IN FACING CHALLENGES

The Company's strategy revolves around strategic initiatives of the cement sub-cluster, focusing on increasing the value of each stage of the Company's business process (*value chain*). This strategy involves adjusting the sales plan to meet the growing cement demand, followed by the procurement process, quality testing, and inbound logistics for raw material storage. Afterward, production adjustments for each product are made, by implementing operational best practices.

For the outbound logistics stage, the Company selects the most cost-effective option to deliver goods to the customers by managing distribution areas, and the origin of cement production. The Company implements marketing and sales strategies such as promotional programs, increasing sales through digital platforms, and pricing strategies. The Company also prioritizes after-sales services to enhance customer satisfaction.



Perusahaan menyusun sejumlah strategi pengembangan usaha yang ditujukan untuk meningkatkan kinerja usaha pada tahun 2022, yang antara lain mencakup strategi peningkatan volume penjualan dan peningkatan profitabilitas. Adapun inisiatif strategis yang dijalankan oleh manajemen di tahun 2022 berupa *Strengthen Market Position* yang mengarah pada penguatan *customer relation*, *Cost Leadership Through SMBRGO45* program yaitu program unggulan Perusahaan dalam rangka mengefisienkan biaya dan pelaksanaan praktek terbaik dalam operasi sehingga mampu mencapai kinerja positif pada utilitas minimum 45% dan *Competency Improvement of Employee* yang berfokus menciptakan SDM yang unggul dan profesional dengan mengembangkan sistem manajemen talenta. Langkah strategis tersebut kemudian dijabarkan melalui berbagai macam program yang telah dilakukan perusahaan sepanjang tahun 2022.

Dalam rangka mendukung inisiatif strategis *Strengthen Market Position*, Perusahaan melakukan program-program sebagai berikut:

1. Peningkatan layanan pelanggan & respons cepat jika ada keluhan konsumen.
2. Program-program *Brand Awareness* yaitu aktivitas pemeliharaan *brand*.
3. Optimalisasi *social media marketing*.
4. Peningkatan aktivitas kunjungan ke pelanggan (*canvassing*) *merchandising* ke *retailer*.
5. Peningkatan aktivitas *sales pipeline* dengan Distributor dalam menjaga hubungan baik terhadap Distributor dan terkait pencapaian target.
6. Melakukan sinergi dengan BUMN Karya terkait dengan *Inventories* semen *project*.
7. Program *gathering* Distributor dan Ekspeditor serta pemberian *reward*.
8. Penetrasi wilayah baru ke Kabupaten Belitung.
9. Pengembangan transaksi penjualan secara digital melalui kerja sama dengan *platform e-commerce* Tokopedia ke wilayah Bandar Lampung dan Kota Metro.
10. Program pengembangan aplikasi Build ID.

Di samping itu, dalam upaya meningkatkan daya saing melalui strategi efisiensi, Perusahaan melakukan program SMBRGO45 yang di antaranya adalah:

1. Optimalisasi pola distribusi dengan pemilihan moda, kapasitas angkut dan sumber produk serta mengurangi *double handling*.
2. Evaluasi kinerja ekspeditor setiap bulan untuk memastikan kinerja yang optimal.
3. Mengoptimalkan dan menyesuaikan stamformasi (susunan rangkaian) kereta api dengan mempertimbangkan kebutuhan stok dan permintaan pasar serta menjaga pemenuhan target angkutan minimum.
4. Memaksimalkan pemanfaatan *alternative fuel* (*sludge oil*, *Spent Bleaching Earth* (SBE), kantong pecah, oli bekas, majun bekas dan *bad stock* dari industri lain).
5. Menggunakan pozzolan sebagai alternatif pengganti silika guna menjaga komposisi  $\text{SiO}_2/\text{Al}_2\text{O}_3$  *raw meal* tetap baik.
6. Melakukan pengendalian dan penurunan faktor terak.

In order to enhance its business performance in 2022, the company has formulated several business development strategies, including increasing sales volume and profitability. To achieve these goals, the management has implemented a set of strategic initiatives such as *Strengthening Market Position*, which focuses on bolstering customer relations, *Cost Leadership Through SMBRGO45* program, the company's flagship program aimed at cost efficiency and implementing best practices in operations to achieve a positive performance with a minimum of 45% utility, and *Competency Improvement of Employee*, which aims to create a pool of skilled and professional human resources by developing talent management systems. These strategic measures are then implemented through various programs that have been carried out by the company throughout the year 2022.

To support the strategic initiative of strengthening market position, the Company has implemented the following programs:

1. Improving customer service and responding quickly to consumer complaints.
2. Implementing brand awareness programs, including brand maintenance activities.
3. Optimizing social media marketing.
4. Increasing visits to customers (*canvassing*) and merchandising to retailers.
5. Increasing sales activities with distributors to maintain good relations and achieve targets.
6. Collaborating with BUMN Karya for project cement inventories.
7. Organizing programs for distributors and expeditors and providing rewards.
8. Expanding into new areas such as Belitung Regency.
9. Developing digital sales transactions through cooperation with the Tokopedia e-commerce platform in the Bandar Lampung and Metro City areas.
10. Building an ID application development program.

To increase competitiveness through an efficiency strategy, the Company implemented the SMBRGO45 program, which included the following initiatives:

1. Optimizing distribution patterns by selecting transportation modes, capacities, and product sources while reducing double handling.
2. Monthly evaluation of expeditor performance to ensure optimal performance.
3. Optimizing and adjusting train formation (series) to accommodate stock requirements and market demand while maintaining minimum transport targets.
4. Maximizing the use of alternative fuels such as *sludge oil*, *Spent Bleaching Earth* (SBE), broken bags, used oil, used rags, and *bad stock* from other industries.
5. Using pozzolan as an alternative to silica to maintain a good raw meal  $\text{SiO}_2/\text{Al}_2\text{O}_3$  composition.
6. Controlling and reducing the clinker factor.





7. Sentralisasi produksi semen di Pabrik Baturaja khususnya Pabrik Baturaja II.
8. Menjaga suplai bahan baku alternatif seperti *fly ash* dan *bottom ash*.
9. Renegosiasi kontrak pengadaan barang dan jasa.
10. Melaksanakan optimalisasi tenaga kerja.
11. *Refocusing* bisnis anak usaha dengan mempertimbangkan keselarasan dengan inisiatif strategis induk dan melakukan renegosiasi penurunan suku bunga dari 9,45% menjadi 9,25% pada bulan Mei 2022, serta percepatan pelunasan kredit investasi pada bulan Agustus dan November 2022.

Sementara itu, dalam rangka meningkatkan kompetensi dan kemampuan Karyawan Semen Baturaja dalam strategi *Competency Improvement of Employee*, upaya yang dilakukan oleh Perusahaan adalah:

1. Pada tahun 2022, telah dilaksanakan kegiatan *In House Training/Online Training* sebanyak 149 kali dan 69 kali kegiatan *training* eksternal.
2. Di tahun 2022, telah dilaksanakan 15 jenis sertifikasi yang diikuti oleh 33 karyawan.
3. Mengikuti *learning and share* bersama Indonesia Infrastructure Research and Innovation Institute (I2RI).
4. Mengikuti Program *International Quality & Productivity Convention* (IQPC) 2022 di Bali.
5. Mengikuti Temu Karya Mutu dan Produktivitas Nasional XXVI (TKMPN) yang diselenggarakan di Lombok oleh Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI), Wahana Kendali Mutu, dan didukung oleh Kementerian Ketenagakerjaan RI serta Pemerintah Provinsi Nusa Tenggara Barat pada 21 - 25 November 2022.

### Rencana Strategis di tahun 2022

Berikut ini merupakan penjabaran inisiatif strategis Perusahaan yang disesuaikan dengan kategori prioritas Kementerian BUMN untuk tahun 2022 adalah sebagai berikut:

1. Nilai Ekonomi dan Nilai Sosial Untuk Indonesia  
Penerapan inisiatif SMBRGO45 yang merupakan langkah peningkatan pendapatan dengan langkah efisiensi sehingga diperoleh titik impas (*break even point*) di utilisasi 45%, melakukan sinergi dengan BUMN lain (*circular economy*), mengoptimalkan pola distribusi dan manajemen gudang, menjaga likuiditas, solvabilitas, kualitas piutang, implementasi *best practice* operasional, pemanfaatan limbah B3, implementasi penguatan Manajemen Risiko dan penerapan GCG.
2. Inovasi Model Bisnis  
Pengembangan *channel* pemasaran dengan memanfaatkan teknologi digital dan pengembangan produk hilir untuk memperoleh pendapatan.
3. Kepemimpinan Teknologi  
Untuk implementasi teknologi industri 4.0 dengan mendukung pencapaian *roadmap* INDI 4.0 melalui *Plant Automation* Proses Produksi berbasis *Industry 4.0*, implementasi Pengembangan IT sesuai *Masterplan* Teknologi Informasi (MPTI) dan Peningkatan IT *Maturity Level*.

7. Centralizing cement production at the Baturaja Plant, especially Baturaja II Plant.
8. Maintaining inventories of alternative raw materials such as fly ash and bottom ash.
9. Renegotiating procurement contracts for goods and services.
10. Optimizing manpower.
11. Refocusing the subsidiary business by aligning it with the parent's strategic initiatives, renegotiating interest rates from 9.45% to 9.25% in May 2022, and accelerating investment credit repayments in August and November 2022.

To improve the competence and capabilities of Semen Baturaja employees through the Competency Improvement of Employee strategy, the Company has undertaken the following efforts:

1. Conducting 149 in-house and online training activities and 69 external training activities in 2022.
2. Implementing 15 types of certification programs attended by 33 employees in 2022.
3. Participating in learning and sharing with the Indonesia Infrastructure Research and Innovation Institute (I2RI).
4. Participating in the 2022 International Quality and Productivity Convention (IQPC) program in Bali.
5. Participating in the XXVI National Quality and Productivity Work Meeting (TKMPN) held in Lombok by the Indonesian Quality and Productivity Management Association (AMMPI), the Forum for Quality Control, and supported by the Indonesian Ministry of Manpower and the Provincial Government of West Nusa Tenggara on November 21-25, 2022.

### Strategic Plan in 2022

Here is a description of the Company's strategic initiatives for 2022, which are aligned with the priority categories of the Ministry of SOE, as follows:

1. Economic and Social Value for Indonesia  
The Company will implement the SMBRGO45 initiative to increase revenue with efficiency measures, aiming to reach a break-even point at 45% utilization. This will involve synergizing with other SOEs to promote a circular economy, optimizing distribution patterns and warehouse management, maintaining liquidity and solvency, improving the quality of receivables, implementing operational best practices, utilizing hazardous waste, strengthening risk management, and implementing GCG.
2. Business Model Innovation  
The Company will develop marketing channels using digital technology and downstream products to generate revenue.
3. Technology Leadership  
The Company will support the implementation of industrial technology 4.0 to achieve the INDI 4.0 roadmap, through the Industry 4.0-based Production Process Automation Plant. This will involve implementing IT development according to the Information Technology Master Plan (MPTI) and increasing IT maturity level.





#### 4. Peningkatan Investasi

Pelaksanaan investasi tahun 2022 yang terdiri dari investasi pengembangan dan investasi rutin dalam rangka mendukung inisiatif strategis yang terdiri dari percepatan pengurusan persiapan operasi tambang, pengembangan fasilitas bangunan pabrik, optimalisasi dan efisiensi pabrik, pengembangan *distribution center*, pembangunan kantor pusat serta penyediaan kebutuhan *spare part* untuk mendukung kelancaran pabrik.

#### 5. Pengembangan Talenta

Melakukan pengembangan *talent pool*, penerapan transformasi menuju budaya *unified performance driven*, langkah pengembangan sistem manajemen talenta, peranan talenta penyandang disabilitas, pelayanan umum dan Inisiatif #SMBRGO3T yang merupakan rencana peningkatan produktivitas tenaga kerja.

Di tengah upaya dalam mengembangkan segmen usaha untuk meningkatkan kinerja di tahun 2022, terdapat beberapa tantangan yang dihadapi oleh Perusahaan. Adapun tantangan yang dihadapi di tengah upaya Perusahaan dalam melakukan pengembangan segmen usaha untuk meningkatkan kinerja, dan upaya yang dilakukan Perusahaan dalam menghadapi tantangan tersebut, adalah sebagaimana terlampir berikut ini.

##### 1. Oversupply Berkelanjutan

Dengan estimasi utilisasi semen Nasional tahun 2022 berkisar 53% terhadap konsumsi semen dan semakin ketatnya persaingan, Perusahaan berupaya meningkatkan penjualan produk turunan, penjualan via *platform digital* dan efisiensi di seluruh lini.

##### 2. Kenaikan Biaya Logistik

Kenaikan harga BBM Industri dan rencana penerapan kebijakan Zero ODOL pada awal tahun 2023 merupakan tantangan bagi Perusahaan. Namun, Perusahaan tetap berupaya mematuhi semua regulasi dan optimalisasi pola distribusi melalui pemilihan moda, kapasitas angkut dan sumber produk serta mengurangi *double handling* dalam menjaga biaya operasional perusahaan tetap baik.

##### 3. Tren Kenaikan Harga Bahan Bakar (Batubara & BBM)

Tren harga batubara dan minyak dunia masih menunjukkan kenaikan kemudian diikuti keterbatasan stok batubara serta kebijakan pengurangan subsidi BBM dari Pemerintah. Pemberlakuan aturan *Domestic Market Obligation (DMO)*, geografis perusahaan yang berada dekat dengan sumber tambang dan formulasi kontrak yang telah mengikat dengan PTBA menyebabkan harga perolehan batubara Perusahaan lebih baik dibandingkan pabrik semen pesaing lainnya. Namun, Perusahaan tetap melakukan efisiensi untuk menekan biaya produksi.

##### 4. Pajak Karbon

Sebagai langkah antisipasi rencana pemerintah menerapkan pajak karbon di tahun 2025, SMBR menggunakan bahan bakar Alternatif dan Material Substitusi (AFR) serta menurunkan faktor terak, selain itu Perusahaan juga dalam proses perencanaan pembangunan Pembangkit Listrik Tenaga Surya (PLTS) sebagai upaya efisiensi energi yang ramah lingkungan yang saat ini progresnya dalam tahapan perizinan dan engineering.

#### 4. Investment Energize

The Company will implement investment in 2022, including development investment and routine investment, to support strategic initiatives. This will involve accelerating the preparation of mine operations, developing factory building facilities, optimizing and improving factory efficiency, developing distribution centers, constructing head offices, and providing spare parts to support smooth factory operations.

#### 5. Talent Development

The Company will focus on talent pool development, implementing a transformation towards a unified, performance-driven culture, developing a talent management system, and promoting the role of talents for persons with disabilities, public services, and the #SMBRGO3T initiative to increase manpower productivity.

Despite the Company's efforts to improve performance in 2022 through business segment development, several challenges are being faced. The challenges and the Company's response to them are as follows:

##### 1. Continuous Oversupply

The estimated national cement utilization rate of around 53% for cement consumption in 2022, combined with intense competition, poses a challenge for the Company. To address this, the Company aims to increase sales of derivative products, utilize digital platforms for sales, and improve efficiency across all lines.

##### 2. Increase in Logistics Costs

The increase in industrial fuel prices and the upcoming implementation of the Zero ODOL policy in early 2023 pose a challenge for the Company. However, the Company is working to comply with all regulations and optimize distribution patterns by selecting modes, transport capacities, and product sources, as well as reducing double handling to maintain operational costs.

##### 3. Trend of Increase in Fuel Prices (Coal & Fuel)

The trend of world coal and oil prices continues to rise, accompanied by limited coal stocks and a reduction in fuel subsidies by the Government. However, the Company has benefited from the application of Domestic Market Obligation (DMO) regulations, its close proximity to the mining source, and a binding contract with PTBA, resulting in a better acquisition price for the Company's coal compared to other cement factories. Nevertheless, the Company continues to implement cost-reduction measures to improve production efficiency.

##### 4. Carbon Tax

In anticipation of the government's plan to implement a carbon tax in 2025, the Company is utilizing Alternative Fuel and Raw Materials (AFR) and reducing the clinker factor. Furthermore, the Company is planning to construct a Solar Power Plant (PLTS) as an environmentally friendly energy efficiency effort. The construction is currently in progress, with the Company requesting permits and engineering support.





## Kinerja Segmen Usaha

Di tahun 2022, volume produksi semen yang dihasilkan Perusahaan tercatat mencapai 1.995.565 ton, mengalami peningkatan sebesar 1,77%, dibanding tahun 2021, yang mencapai 1.960.951 ton. Sementara produksi terak mengalami penurunan sebesar 5,72%, dari 1.447.533 ton di tahun sebelumnya, menjadi 1.364.803 ton di tahun 2022. Adapun produksi baturaja mortar tercatat meningkat sebesar 117,54%, dari 57 ton di tahun 2021, menjadi 124 ton di tahun 2022. Sedangkan produksi white clay di tahun 2022, tercatat mencapai 55.823 ton, mengalami peningkatan sebesar 1,07%, dibanding tahun 2021, yang mencapai 55.234 ton.

## Business Segment Performance

In 2022, the Company produced 1,995,565 tons of cement, marking a 1.77% increase from the previous year's production of 1,960,951 tons. On the other hand, clinker production decreased by 5.72%, from 1,447,533 tons in 2021 to 1,364,803 tons in 2022. The production of Baturaja mortar saw a substantial increase of 117.54%, from 57 tons in 2021 to 124 tons in 2022. Additionally, white clay production in 2022 reached 55,823 tons, showing a 1.07% increase from the previous year's production of 55,234 tons.

### Perkembangan Volume Produksi 2021-2022 Development of Production Volume 2021-2022

| Produk<br>Product                                                                | 2022 (Ton)<br>(Tons) | 2021(Ton)<br>(Tons) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------------------------------------|----------------------|---------------------|-----------------------------------------|------------------------------|
|                                                                                  |                      |                     | Selisih (Ton)<br>Difference (Tons)      | Persentase<br>Percentage (%) |
| Semen<br>Cement                                                                  | 1.995.565            | 1.960.951           | 34.614                                  | 1,77                         |
| Ordinary Portland Cement (OPC) Tipe I<br>Ordinary Portland Cement (OPC) Type I   | 239.890              | 190.957             | 45.240                                  | 25,62                        |
| Ordinary Portland Cement (OPC) Tipe II<br>Ordinary Portland Cement (OPC) Type II | -                    | -                   | -                                       | -                            |
| Ordinary Portland Cement (OPC) Tipe V<br>Ordinary Portland Cement (OPC) Type V   | -                    | 883                 | -                                       | -                            |
| Portland Composite Cement (PCC)                                                  | 1.755.675            | 1.769.110           | (9.742)                                 | -0,76                        |
| Terak<br>Clinker                                                                 | 1.364.803            | 1.447.533           | (82.730)                                | -5,72                        |
| Baturaja Mortar                                                                  | 124                  | 57                  | 67                                      | 117,54                       |
| White Clay                                                                       | 55.823               | 55.234              | 589                                     | 1,07                         |

Pencapaian produksi di tahun 2022, juga berdampak terhadap operasional pabrik yang menghasilkan produk-produk Perusahaan. Di mana konsumsi panas atau *heat consumption* di tahun 2022, tercatat mencapai 773,56 kcal/kg naik 2,33%, dibanding tahun 2021, yang mencapai 755,92 kcal/kg. Peningkatan ini karena penundaan *overhaul* Pabrik Baturaja II untuk menjaga ketersediaan stok semen dan klinker serta adanya proses penyetaraan kualitas semen sesuai dengan *service level agreement* SIG. Adapun indeks pemakaian listrik di tahun 2022, tercatat mencapai 87,00 kWh/ton mengalami penurunan sebesar 0,42%, dibanding tahun 2021, yang mencapai 87,37 kWh/ton.

The production performance in 2022 had an impact on the operations of the company's factories that manufactured its products. In that year, the heat consumption recorded was 773.56 kcal/kg, which increased by 2.33% compared to 2021 when it was recorded at 755.92 kcal/kg. This increase was due to the delay in overhauling the Baturaja II factory to maintain the availability of cement and clinker stocks and align the quality of cement in accordance with the SIG service level agreement. Furthermore, the electricity usage index in 2022 decreased by 0.42% to 87.00 kWh/ton, compared to 87.37 kWh/ton in 2021.

### Perbandingan Konsumsi Panas dan Pemakaian Listrik atas Operasional Pabrik 2021-2022 Comparison of Heat Consumption and Electricity Consumption on Plant Operations 2021-2022

| Uraian<br>Description                                                         | 2022   | 2021*  | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------------|--------|--------|-----------------------------------------|------------------------------|
|                                                                               |        |        | Selisih<br>Difference                   | Persentase<br>Percentage (%) |
| Heat Consumption (kcal/kg)                                                    | 773,56 | 755,92 | 17,64                                   | 2,33                         |
| Indeks Pemakaian Listrik (kWh/ton)<br>Electricity Consumption Index (kWh/ton) | 87,00  | 87,37  | (0,37)                                  | -0,42                        |

\*Disajikan kembali  
\*Restated



Sementara itu, faktor *terak* atas operasional pabrik di tahun 2022, tercatat sebesar 69,40%, lebih rendah dibanding tahun 2021, yang mencapai 72,90%. Hal ini disebabkan peningkatan penggunaan CGA, penggunaan material *substitusi fly ash*, serta penggunaan material ketiga yaitu batu kapur dan pozzolan. Adapun *utilisasi* 3 (tiga) pabrik milik Perusahaan di tahun 2022, tercatat sebesar 51,83%, lebih tinggi dibanding tahun 2021, yang mencapai 50,93%. Hal ini menunjukkan bahwa secara umum, pabrik tetap mampu meningkatkan produksi semen serta menjaga performa peralatan tetap stabil.

In 2022, the clinker factor for plant operations decreased to 69.40% compared to 72.90% in 2021. This reduction is attributed to the increased use of CGA, fly ash substitute materials, and a third material, namely limestone and pozzolan. Furthermore, the utilization of the Company's three plants in 2022 increased to 51.83%, indicating improved efficiency and stable equipment performance. Overall, the plants were able to increase cement production while maintaining stable operations.

**Perbandingan Faktor Terak dan Utilisasi atas Operasional Pabrik 2021-2022**  
Comparison of Clinker and Utilization Factors on Plant Operations 2021-2022

| Uraian<br>Description                  | 2022  | 2021* | Perubahan<br>Change (%) |
|----------------------------------------|-------|-------|-------------------------|
| Faktor Terak (%)<br>Clinker Factor (%) | 69,40 | 72,90 | -4,8                    |
| Utilisasi (%)<br>Utilization (%)       | 51,83 | 50,93 | 1,96                    |

\*) Disajikan kembali  
\*) Restated

Dari sisi *volume* penjualan, Perusahaan mencatatkan total penjualan produk semen sebanyak 2.008.860 ton, mengalami peningkatan sebesar 3,53%, dibanding tahun 2021, yang mencapai 1.940.309 ton. Peningkatan ini disebabkan oleh tingkat permintaan pasar di beberapa wilayah seperti Lampung, Bengkulu, Jambi dan Belitung yang tumbuh cukup signifikan dan pertumbuhan transaksi secara *online* melalui *marketplace*. Sementara untuk tahun 2022, Perusahaan tidak melakukan penjualan terak dikarenakan tidak ada permintaan dari pelanggan.

In terms of sales volume, the Company's total sales of cement products in 2022 increased by 3.53%, reaching 2,008,860 tons compared to 1,940,309 tons in 2021. This growth was driven by increased market demand in several regions such as Lampung, Bengkulu, Jambi, and Belitung, as well as the growth of online transactions through marketplaces. However, the Company did not sell clinker in 2022 due to a lack of demand from customers.

Adapun penjualan produk baturaja *mortar* di tahun 2022, tercatat menurun sebesar 66,73% dari 21 ton di tahun 2021, menjadi 7 ton di tahun 2022. Penurunan ini disebabkan oleh menurunnya permintaan dari pelanggan. Sedangkan penjualan produk *white clay* di tahun 2022, tercatat mencapai 56.235 ton, mengalami kenaikan sebesar 3,72%, dibanding tahun 2021, yang mencapai 54.218 ton. Kenaikan ini lebih disebabkan oleh meningkatnya permintaan dari pelanggan yang digunakan sebagai bahan baku pembuatan pupuk.

On the other hand, sales of the Company's new Baturaja mortar products decreased by 66.73%, from 21 tons in 2021 to 7 tons in 2022, due to decreased demand from customers. Meanwhile, the sales of white clay products in 2022 increased by 3.72%, reaching 56,235 tons compared to 54,218 tons in 2021. This growth was driven by increased demand from customers who use it as a raw material for making fertilizer.

**Perkembangan Volume Penjualan Produk 2021-2022**  
Development of Product Sales Volume 2021-2022

| Produk<br>Product                                                              | 2022 (Ton)<br>(Tons) | 2021(Ton)<br>(Tons) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|--------------------------------------------------------------------------------|----------------------|---------------------|-----------------------------------------|------------------------------|
|                                                                                |                      |                     | Selisih (Ton)<br>Difference<br>(Tons)   | Persentase<br>Percentage (%) |
| Semen<br>Cement                                                                | 2.008.860            | 1.940.309           | 68.551                                  | 3,53                         |
| Ordinary Portland Cement (OPC) Tipe I<br>Ordinary Portland Cement (OPC) Type I | 239.743              | 187.556             | 52.187                                  | 27,82                        |



### Perkembangan Volume Penjualan Produk 2021-2022

Development of Product Sales Volume 2021-2022

| Produk<br>Product                                                                | 2022 (Ton)<br>(Tons) | 2021(Ton)<br>(Tons) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------------------------------------|----------------------|---------------------|-----------------------------------------|------------------------------|
|                                                                                  |                      |                     | Selisih (Ton)<br>Difference<br>(Tons)   | Persentase<br>Percentage (%) |
| Ordinary Portland Cement (OPC) Tipe II<br>Ordinary Portland Cement (OPC) Type II | -                    | -                   | -                                       | -                            |
| Ordinary Portland Cement (OPC) Tipe V<br>Ordinary Portland Cement (OPC) Type V   | -                    | 352                 | -                                       | -                            |
| Portland Composite Cement (PCC)                                                  | 1.769.117            | 1.752.401           | 16.716                                  | 0,95                         |
| Terak<br>Clinker                                                                 | -                    | 7.743               | -                                       | -                            |
| Baturaja Mortar                                                                  | 7                    | 21                  | (14)                                    | -66,73                       |
| White Clay                                                                       | 56.235               | 54.218              | 2.017                                   | 3,72                         |

### Pendapatan dan Profitabilitas Segmen Usaha

Di tahun 2022, Perusahaan mencatatkan total pendapatan segmen usaha sebesar Rp1.881,77 miliar, mengalami peningkatan sebesar 7,43%, dibanding tahun 2021, yang tercatat sebesar Rp1.751,59 miliar. Peningkatan ini disebabkan oleh peningkatan volume penjualan dan harga jual rata-rata. Sementara profitabilitas segmen usaha berdasarkan laba bersih yang dibukukan, tercatat sebesar Rp94,83 miliar di tahun 2022, mengalami peningkatan sebesar 103,03%, dibanding tahun 2021, yang tercatat sebesar Rp46,71 miliar. Hal ini lebih dikarenakan kenaikan pendapatan dari beberapa tipe produk/jasa yakni semen dan white clay yang naik masing-masing sebesar 7,90%, dan 3,83%.

### Revenue and Profitability of Business Segments

In 2022, the Company's total business segment revenue reached IDR1,881.77 billion, a 7.43% increase compared to IDR1,751.59 billion in 2021. This growth was driven by an increase in sales volume and average selling price. Meanwhile, the recorded net profit for the business segment in 2022 was IDR94.83 billion, a significant increase of 103.03% compared to IDR46.71 billion in 2021. This growth was mainly attributed to increased revenue from several products and services, including cement and white clay, which increased by 7.90% and 3.83%, respectively.

### Pendapatan dan Profitabilitas Segmen Usaha 2021-2022

Revenue and Profitability of Business Segments 2021-2022

| Uraian<br>Description                                           | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-----------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                 |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Penjualan Produk Semen<br>Sales of Cement Products              | 1.848.072                          | 1.712.819                           | 135.253                                 | 7,90                         |
| Semen Bungkus<br>Cement Bagged                                  | 1.620.427                          | 1.560.718                           | 59.709                                  | 3,83                         |
| Semen Curah<br>Bulk Cement                                      | 227.645                            | 152.101                             | 75.544                                  | 49,67                        |
| Penjualan Terak<br>Clinker Sales                                | -                                  | 3.213                               | (3.213)                                 | -100,00                      |
| Penjualan Baturaja Mortar<br>Sales of Baturaja Mortar           | 14                                 | 45                                  | (31)                                    | -68,89                       |
| Penjualan White Clay<br>Sales of White Clay                     | 31.818                             | 30.614                              | 1.204                                   | 3,93                         |
| Pendapatan Jasa Pengangkutan<br>Transportation Services Revenue | 1.861                              | 4.731                               | (2.871)                                 | -60,66                       |
| Lain-lain<br>Others                                             | 3                                  | 164                                 | (161)                                   | -98,17                       |
| <b>Jumlah<br/>Total</b>                                         | <b>1.881.767</b>                   | <b>1.751.586</b>                    | <b>130.181</b>                          | <b>7,43</b>                  |



## Pendapatan dan Profitabilitas Segmen Usaha 2021-2022

Revenue and Profitability of Business Segments 2021-2022

| Uraian<br>Description                        | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                              |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Beban Pokok Penjualan<br>Cost of goods sold  | (1.038.619)                        | (975.520)                           | (63.099)                                | 6,47                         |
| Laba (Rugi) Kotor<br>Gross Profit (Loss)     | 843.148                            | 776.066                             | 67.082                                  | 8,64                         |
| Beban Usaha<br>Operating Expenses            | (581.421)                          | (540.920)                           | (40.501)                                | 7,49                         |
| Laba (Rugi) Usaha<br>Operating Profit (Loss) | 261.727                            | 235.146                             | 26.581                                  | 11,30                        |
| Laba (Rugi) Bersih<br>Net Profit (Loss)      | 94.828                             | 46.706                              | 48.122                                  | 103,03                       |

\*) Disajikan kembali  
\*) Restated

## RENCANA STRATEGIS PENGEMBANGAN SEGMENT USAHA DI TAHUN 2023

Dalam rangka melakukan pengembangan segmen usaha, Perusahaan telah merumuskan inisiatif strategi untuk menunjang kinerja Perusahaan di tahun 2023, yaitu:

1. Menciptakan lingkungan berbudaya AKHLAK yang menjangkau hingga rantai bisnis utama perusahaan melalui pengembangan SDM unggul dan berdaya saing. Dalam rangka pencapaian visi dan misi Perusahaan, dibutuhkan nilai-nilai sebagai identitas dan perekat budaya kerja yang dapat mendorong peningkatan kinerja secara berkelanjutan. Implementasi budaya AKHLAK dilakukan hingga menjangkau rantai bisnis utama sehingga karyawan bersama-sama dengan *stakeholders* dapat menjadi subjek dalam perubahan. Hal ini untuk mendukung terciptanya ekosistem kerjasama industri yang bersinergi dan berkolaborasi.
2. Menjadi pemain terbaik dalam industri semen Nasional dalam rangka meningkatkan nilai tambah dan keunggulan kompetitif.  
Perusahaan berupaya meningkatkan pendapatan dengan tetap menjalankan efisiensi melalui penerapan *operational excellence* baik dari segi penjualan semen dan produk turunan, maupun dari segi operasional pabrik, untuk menghasilkan produktivitas yang tinggi, produk dan layanan berkualitas, serta *cost to serve* yang paling efisien.
3. Menjadi yang terdepan dalam mendukung terciptanya industri semen yang ramah lingkungan.  
Sebagai salah satu strategi berkelanjutan serta langkah aktif mendukung program pemerintah dalam penurunan emisi Gas Rumah Kaca (GRK), Perusahaan menjalankan pengelolaan lingkungan hijau, pengelolaan limbah, serta peningkatan pemanfaatan *Alternative Fuel and Raw Material* (AFR) untuk menciptakan industri semen yang ramah lingkungan.

## STRATEGIC PLAN FOR BUSINESS SEGMENT DEVELOPMENT IN 2023

To carry out business segment development, the Company has formulated strategic initiatives to support its performance in 2023. These initiatives include:

1. Creating an AKHLAK culture that permeates the Company's main business chain through the development of superior and competitive human resources.  
To achieve the Company's vision and mission, values are necessary as an identity and work culture binder that encourages continuous performance improvement. The implementation of the AKHLAK culture aims to reach the main business chain so that employees and stakeholders can become agents of change and support the creation of an industrial collaboration ecosystem that synergizes and collaborates.
2. Becoming the best player in the national cement industry to increase added value and competitive advantage.

The Company seeks to increase revenue while implementing operational excellence in sales of cement and derivative products, as well as factory operations, to produce high productivity, quality products and services, and cost efficiency.

3. Becoming a leader in supporting the creation of an environmentally friendly cement industry.  
This is one of the sustainable strategies and active steps to support the government's program to reduce Greenhouse Gas (GHG) emissions. The Company carries out green environmental management, waste management, and increases the use of Alternative Fuel and Raw Materials (AFR) to create an environmentally friendly cement industry.





4. Menciptakan *digital mindset* dalam rangka mendukung lingkungan kerja yang inovatif dan adaptif.  
Untuk dapat bertransformasi di era kemajuan teknologi, hal utama yang perlu dilakukan adalah menyiapkan sumber daya manusia agar memiliki pola pikir yang adaptif terhadap perubahan sehingga dalam melakukan pendekatan pada masalah bisnis dapat lebih inovatif.
5. Mengembangkan infrastruktur GCG yang terintegrasi dan mendukung pengembangan perusahaan.  
Perbaikan terus-menerus (*continuous improvement*) dalam penerapan *Good Corporate Governance* (GCG) untuk menguatkan fundamental Perusahaan dalam menjaga keberlanjutan bisnis Perusahaan.

4. Creating a digital mindset to support an innovative and adaptive work environment.  
To transform in the era of technological advances, the Company needs to prepare its human resources to have an adaptive mindset towards change, so that they can approach business problems more innovatively.
5. Develop integrated GCG infrastructure and support the development of the Company.  
The Company continuously improves its implementation of Good Corporate Governance (GCG) to strengthen its fundamentals in maintaining business continuity.





# TINJAUAN OPERASI BERDASARKAN SEGMENT GEOGRAFIS

## OPERATIONS REVIEW BASED ON GEOGRAPHICAL SEGMENTS

Tabel berikut menunjukkan kinerja aset dan pendapatan yang dibukukan Perusahaan di tahun 2022 dan perbandingannya dengan tahun sebelumnya, berdasarkan segmen geografis.

The table below shows the Company's asset and income performance by geographic segments in 2022, along with a comparison to the previous year

**Kinerja Aset dan Pendapatan Berdasarkan Segmen Geografis 2021-2022**  
Asset and Revenue Performance Based on Geographical Segments 2021-2022

| Uraian<br>Description                              | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                    |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Aset<br>Asset                                      |                                    |                                     |                                         |                              |
| Sumatra Selatan<br>South Sumatra                   | 5.002.494                          | 5.066.065                           | (63.571)                                | -1,25                        |
| Lampung                                            | 130.259                            | 126.652                             | 3.607                                   | 2,85                         |
| Jambi                                              | 75.309                             | 77.550                              | (2.241)                                 | -2,89                        |
| Jakarta                                            | 3.186                              | 1.687                               | 1.499                                   | 88,86                        |
| Jumlah Aset<br>Total assets                        | 5.211.249                          | 5.271.954                           | (60.705)                                | -1,15                        |
| Pendapatan<br>Revenue                              |                                    |                                     |                                         |                              |
| Penjualan Produk Semen<br>Sales of Cement Products |                                    |                                     |                                         |                              |
| Sumatra Selatan<br>South Sumatra                   | 986.548                            | 1.015.370                           | (28.821)                                | -2,84                        |
| Lampung                                            | 655.521                            | 512.542                             | 142.979                                 | 27,90                        |
| Jambi                                              | 127.702                            | 108.148                             | 19.554                                  | 18,08                        |
| Bengkulu                                           | 63.049                             | 65.055                              | (2.006)                                 | -3,08                        |
| Bangka Belitung                                    | 15.266                             | 6.450                               | 8.816                                   | 136,68                       |
| Kalimantan                                         | -                                  | 5.300                               | (5.300)                                 | -100,00                      |
| Jumlah<br>Total                                    | 1.848.086                          | 1.712.864                           | 135.222                                 | 7,89                         |
| Penjualan Terak<br>Clinker Sales                   |                                    |                                     |                                         |                              |
| Bengkulu                                           | -                                  | 3.213                               | (3.213)                                 | -100,00                      |
| Jumlah<br>Total                                    | -                                  | 3.213                               | (3.213)                                 | -100,00                      |
| Penjualan White Clay<br>White Clay Sales           |                                    |                                     |                                         |                              |
| Sumatra Selatan<br>South Sumatra                   | 31.818                             | 30.614                              | 1.203                                   | 3,93%                        |
| Jumlah<br>Total                                    | 31.818                             | 30.614                              | 1.203                                   | 3,93%                        |



**Kinerja Aset dan Pendapatan Berdasarkan Segmen Geografis 2021-2022**  
Asset and Revenue Performance Based on Geographical Segments 2021-2022

| Uraian<br>Description                                      | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                            |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Jasa Angkutan dan Lain-lain<br>Freight Services and Others |                                    |                                     |                                         |                              |
| Sumatra Selatan<br>South Sumatra                           | 1.864                              | 4.894                               | (3.301)                                 | -61,92                       |
| Jumlah<br>Total                                            | 1.864                              | 4.894                               | (3.301)                                 | -61,92                       |
| Jumlah Pendapatan<br>Total Revenues                        | 1.881.767                          | 1.751.586                           | 130.182                                 | 7,43%                        |

\*) Disajikan kembali  
\*) Restated



# TINJAUAN KEUANGAN

## FINANCIAL REVIEW

### STANDAR PENYAJIAN INFORMASI KEUANGAN DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Dalam menyusun analisis dan pembahasan kinerja keuangan dalam Laporan Tahunan ini, mengacu pada Laporan Keuangan Konsolidasian PT Semen Baturaja Tbk untuk tahun buku yang berakhir pada 31 Desember 2022 dan 2021, dan telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan dengan opini "Wajar dalam Semua Hal yang Material".

Penyajian dan pengungkapan Laporan Keuangan Konsolidasian PT Semen Baturaja Tbk, disusun sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (DSAK-IAI). Pembahasan kinerja keuangan Perusahaan disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasian dari pihak auditor eksternal sebagai bagian yang tidak terpisahkan dalam Laporan Tahunan ini.

### LAPORAN POSISI KEUANGAN KONSOLIDASI

### STANDARDS FOR PRESENTING FINANCIAL INFORMATION AND COMPLIANCE WITH FINANCIAL ACCOUNTING STANDARDS

To compile the analysis and discussion of the financial performance in this Annual Report, we referred to the Consolidated Financial Statements of PT Semen Baturaja Tbk for the financial years ending December 31, 2022 and 2021. These statements have been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partner, and they have provided an opinion stating that they are "Fair in All Material Respects".

The presentation and disclosure of the Consolidated Financial Statements of PT Semen Baturaja Tbk are prepared in accordance with Indonesian Financial Accounting Standards (SAK), which include Statements of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board of the Indonesian Institute of Certified Public Accountants (IAP). We have taken into account the explanation in the notes to the Consolidated Financial Statements from the external auditor, which is an integral part of this Annual Report, to convey the Company's financial performance.

### CONSOLIDATED FINANCIAL STATEMENT

**Tabel Posisi Keuangan Konsolidasian 2021-2022**  
Table of Consolidated Financial Statement 2021-2022

| Uraian<br>Description                   | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-----------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                         |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| <b>Aset</b><br>Asset                    |                                    |                                     |                                         |                              |
| Aset Lancar<br>Current assets           | 1.008.811                          | 919.859                             | 88.952                                  | 9,67                         |
| Aset Tidak Lancar<br>Non-Current Assets | 4.202.438                          | 4.352.095                           | (149.657)                               | -3,44                        |
| Jumlah Aset<br>Total Assets             | 5.211.249                          | 5.271.954                           | (60.705)                                | -1,15                        |





**Tabel Posisi Keuangan Konsolidasian 2021-2022**  
Table of Consolidated Financial Statement 2021-2022

| Uraian<br>Description                                                       | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-----------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                             |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| <b>Liabilitas dan Ekuitas</b><br>Liabilities and Equity                     |                                    |                                     |                                         |                              |
| Liabilitas Jangka Pendek<br>Current liabilities                             | 585.585                            | 426.655                             | 158.930                                 | 37,25                        |
| Liabilitas Jangka Panjang<br>Non-current liabilities                        | 1.538.748                          | 1.845.132                           | (306.384)                               | -16,60                       |
| Jumlah Liabilitas<br>Total Liabilities                                      | 2.124.332                          | 2.271.787                           | (147.455)                               | -6,49                        |
| Jumlah Ekuitas<br>Total Equity                                              | 3.086.916                          | 3.000.166                           | 86.750                                  | 2,89                         |
| <b>Jumlah Liabilitas dan Ekuitas</b><br><b>Total Liabilities and Equity</b> | <b>5.211.249</b>                   | <b>5.271.954</b>                    | <b>(60.705)</b>                         | <b>-1,15</b>                 |

Berdasarkan tabel di atas, posisi keuangan konsolidasian Perusahaan di tahun 2022 jika dibandingkan tahun sebelumnya, dari sisi jumlah aset tercatat turun 1,15%, sementara jumlah liabilitas mengalami penurunan 6,49%, dan jumlah ekuitas tercatat meningkat 2,89%.

The table above shows that the Company's consolidated financial statement for 2022, when compared to the previous year, reveals a 1.15% decrease in total recorded assets, a 6.49% decrease in total liabilities, and a 2.89% increase in total recorded equity.

Berikut uraian terkait laporan posisi keuangan konsolidasian Perusahaan di tahun 2022 dibanding tahun 2021, beserta penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut.

In the following section, we will provide an overview of the Company's consolidated financial position report for 2022, as well as an explanation of the causes of the changes and their impacts.

## Aset

## Asset

**Tabel Aset 2021-2022**  
Assets Table 2021-2022

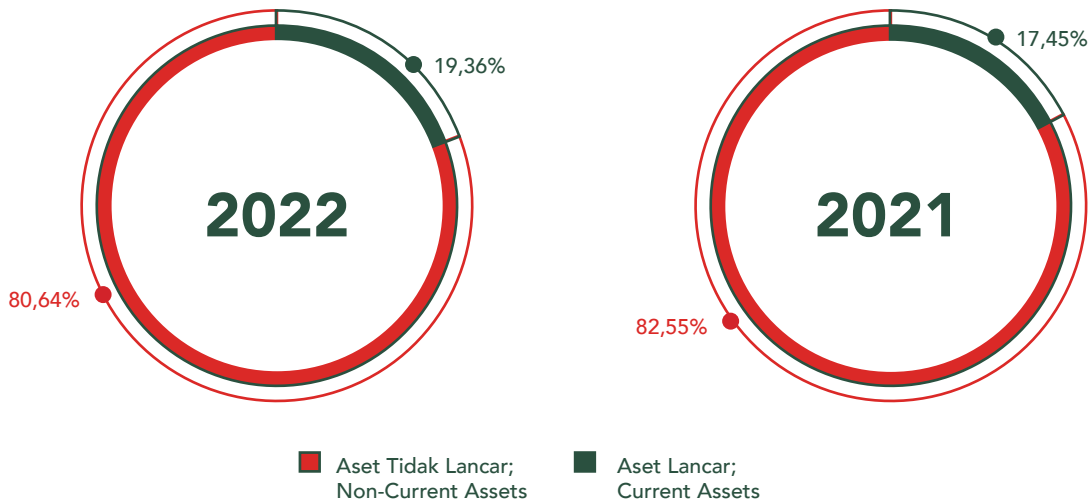
| Uraian<br>Description                     | 2022                                           |                                 | 2021*                                          |                                 | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------|------------------------------------------------|---------------------------------|------------------------------------------------|---------------------------------|-----------------------------------------|------------------------------|
|                                           | Jumlah<br>(Rp-juta)<br>Amount<br>(IDR-million) | Komposisi<br>Composition<br>(%) | Jumlah<br>(Rp-juta)<br>Amount<br>(IDR-million) | Komposisi<br>Composition<br>(%) | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
|                                           | (1)                                            |                                 | (2)                                            |                                 | (3 = 1-2)                               | (4 = 3/2)                    |
| Aset Lancar<br>Current assets             | 1.008.811                                      | 19,36%                          | 919.859                                        | 17,45%                          | 88.952                                  | 9,67                         |
| Aset Tidak Lancar<br>Non-Current Assets   | 4.202.438                                      | 80,64%                          | 4.352.095                                      | 82,55%                          | (149.657)                               | -3,44                        |
| <b>Jumlah Aset</b><br><b>Total assets</b> | <b>5.211.249</b>                               | <b>100,00%</b>                  | <b>5.271.954</b>                               | <b>100,00%</b>                  | <b>(60.705)</b>                         | <b>-1,15</b>                 |

\*) Disajikan kembali  
\*) Restated



### Komposisi Aset Perusahaan 2021-2022

Composition of Company Assets 2021-2022



Di tahun 2022, total aset Perusahaan tercatat sebesar Rp5.211,25 miliar, mengalami penurunan Rp60,70 miliar atau 1,15%, jika dibandingkan dengan tahun 2021 yang sebesar Rp5.271,95 miliar. Adapun komposisi aset lancar Perusahaan di tahun 2022 adalah sebesar 19,36%, mengalami perubahan dibanding tahun sebelumnya, dengan komposisi sebesar 17,45%. Sementara komposisi aset tidak lancar Perusahaan tercatat sebesar 80,64% di tahun 2022, mengalami perubahan dibanding tahun sebelumnya, dengan komposisi sebesar 82,55%.

In 2022, the Company's total assets amounted to IDR5,211.25 billion, which represents a decrease of IDR60.70 billion or 1.15% compared to 2021 when it amounted to IDR5,271.95 billion. The composition of the Company's current assets in 2022 was 19.36%, which represents a change compared to the previous year when it was 17.45%. Meanwhile, the composition of the Company's non-current assets was recorded at 80.64% in 2022, which also experienced a change compared to the previous year when it was 82.55%.

Berikut kinerja aset Perusahaan tahun 2022, dibanding tahun 2021, yang dipengaruhi oleh aset lancar dan aset tidak lancar Perusahaan, sebagaimana diuraikan di bawah ini.

The performance of the Company's assets in 2022, as compared to 2021, was affected by changes in the Company's current and non-current assets, as explained below.

### Aset Lancar

### Current Assets

Tabel Aset Lancar 2021-2022  
Current Assets Table 2021-2022

| Uraian<br>Description                           | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                 |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Kas dan Setara Kas<br>Cash and cash equivalents | 522.918                            | 484.704                             | 38.214                                  | 7,88                         |
| <b>Piutang Usaha</b><br>Trade Receivables       |                                    |                                     |                                         |                              |
| Pihak Berelasi<br>Related Parties               | 8.418                              | 16.446                              | (8.028)                                 | -48,81                       |
| Pihak Ketiga<br>Third parties                   | 212.629                            | 165.762                             | 46.867                                  | 28,27                        |
| <b>Piutang Lain-lain</b><br>Other receivables   |                                    |                                     |                                         |                              |
| Pihak Berelasi<br>Related Parties               | 2.842                              | -                                   | -                                       | -                            |
| Pihak Ketiga<br>Third parties                   | 349                                | 618                                 | (269)                                   | -43,53                       |



**Tabel Aset Lancar 2021-2022**  
Current Assets Table 2021-2022

| Uraian<br>Description                                          | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Persediaan<br>Inventories                                      | 226.320                            | 233.054                             | (6.734)                                 | -2,89                        |
| Pajak Dibayar di Muka<br>Prepaid taxes                         | 4.960                              | 7.044                               | (2.084)                                 | -29,59                       |
| Biaya Dibayar di Muka<br>Prepaid expenses                      | 22.817                             | 2.412                               | 20.405                                  | 845,98                       |
| Uang Muka<br>Advances                                          | 7.182                              | 9.267                               | (2.085)                                 | -22,50                       |
| Aset Keuangan Lancar Lainnya<br>Other Current Financial Assets | 377                                | 551                                 | (174)                                   | -31,58                       |
| <b>Jumlah Aset Lancar<br/>Total Current Assets</b>             | <b>1.008.811</b>                   | <b>919.859</b>                      | <b>88.952</b>                           | <b>9,67</b>                  |

\*) Disajikan kembali  
\*) Restated

Jumlah aset lancar Perusahaan tercatat sebesar Rp1.008,81 miliar di tahun 2022, mengalami peningkatan Rp88,95 miliar atau 9,67%, jika dibandingkan dengan tahun 2021, sebesar Rp919,86 miliar. Peningkatan ini lebih disebabkan oleh:

1. Kas dan setara kas yang naik 7,88% dari Rp484,70 miliar di tahun 2021 menjadi Rp522,92 miliar di tahun 2022.
2. Piutang usaha ke pihak ketiga naik 28,27% dari Rp165,76 miliar di tahun 2021 menjadi Rp212,63 miliar di tahun 2022.
3. Piutang Lain-lain ke pihak berelasi naik 100,00% menjadi Rp2,84 miliar di tahun 2022.
4. Biaya Dibayar di Muka naik 845,98% dari Rp2,41 miliar di tahun 2021 menjadi Rp22,82 miliar di tahun 2022.

### Kas dan Setara Kas

Kas dan setara kas Perusahaan di tahun 2022, tercatat sebesar Rp522,92 miliar, mengalami peningkatan Rp38,21 miliar atau 7,88%, jika dibandingkan dengan tahun 2021, yang sebesar Rp484,70 miliar. Peningkatan ini lebih disebabkan oleh penerimaan pembayaran dari distributor mengalami kenaikan.

### Piutang Usaha

Di tahun 2022, jumlah piutang usaha Perusahaan yang terdiri dari piutang usaha pihak berelasi piutang usaha pihak ketiga, tercatat sebesar Rp221,05 miliar, mengalami peningkatan Rp38,84 miliar atau 21,32%, jika dibandingkan dengan tahun sebelumnya sebesar Rp182,21 miliar. Peningkatan ini lebih disebabkan oleh pemulihan cadangan piutang usaha sebesar Rp8,62 miliar di tahun 2022, pelunasan fasilitas anjak piutang Perusahaan sebesar Rp28 miliar di Semester 1 Tahun 2022, dan kenaikan piutang yang disebabkan oleh peningkatan penjualan di tahun 2022 jika dibandingkan dengan tahun 2021.

The Company's total current assets amounted to IDR1,008.81 billion in 2022, representing an increase of IDR88.95 billion or 9.67% compared to 2021 when it was IDR919.86 billion. This increase was mainly due to the following factors:

1. An increase in cash and cash equivalents by 7.88%, from IDR 484.70 billion in 2021 to IDR522.92 billion in 2022.
2. An increase in trade receivables to third parties by 28.27%, from IDR165.76 billion in 2021 to IDR212.63 billion in 2022.
3. An increase in other receivables from related parties by 100.00% to IDR2.84 billion in 2022.
4. A significant increase in prepaid expenses by 845.98%, from IDR2.41 billion in 2021 to IDR22.82 billion in 2022.

### Cash and Cash Equivalents

The Company's cash and cash equivalents amounted to IDR522.92 billion in 2022, representing an increase of IDR38.21 billion or 7.88% compared to 2021 when it was IDR484.70 billion. The increase was primarily due to higher receipts of payments from distributors.

### Trade Receivables

The Company's total trade receivables, which included trade receivables from related parties and third-party trade receivables, amounted to IDR221.05 billion in 2022, representing an increase of IDR38.84 billion or 21.32% compared to the previous year when it was IDR182.21 billion. The increase was attributed to the recovery of reserves for trade receivables of IDR8.62 billion in 2022, the settlement of the Company's factoring facilities of IDR28 billion in the first half of 2022, and an increase in sales that led to higher receivables in 2022 compared to 2021.



### Piutang Lain-lain

Jumlah piutang lain-lain Perusahaan yang terdiri dari piutang lain-lain pihak berelasi dan piutang lain-lain pihak ketiga, tercatat sebesar Rp3,19 miliar di tahun 2022, mengalami peningkatan Rp2,57 miliar atau 415,87%, dibanding tahun sebelumnya sebesar Rp618 juta. Hal ini disebabkan oleh piutang atas pendapatan pemanfaatan limbah *sludge oil* PT Pertamina EP yang baru dibayarkan di tahun 2023.

### Persediaan

Nilai persediaan Perusahaan tercatat mengalami penurunan Rp6,73 miliar atau 2,89%, dari Rp233,05 miliar di tahun 2021, menjadi Rp226,32 miliar di tahun 2022. Penurunan ini lebih disebabkan oleh penambahan cadangan penurunan nilai persediaan sebesar Rp2,50 miliar akibat penyesuaian kebijakan perhitungan penurunan nilai SIG dan penurunan nilai persediaan sebelum penyisihan sebesar Rp4,23 miliar.

### Pajak Dibayar Dimuka

Di tahun 2022, Perusahaan mencatatkan pajak dibayar di muka sebesar Rp4,96 miliar, mengalami penurunan Rp2,08 miliar atau 29,59%, jika dibandingkan dengan tahun sebelumnya sebesar Rp7,04 miliar. Penurunan ini lebih disebabkan oleh pembayaran restitusi pajak penghasilan entitas anak.

### Biaya Dibayar Dimuka

Perusahaan mencatatkan biaya dibayar di muka sebesar Rp22,82 miliar di tahun 2022, mengalami peningkatan Rp20,41 miliar atau 845,98%, jika dibandingkan dengan tahun sebelumnya sebesar Rp2,41 miliar. Peningkatan ini disebabkan oleh pembayaran dimuka asuransi aset tetap dan persediaan perusahaan sampai dengan Desember 2023 yang baru dibayarkan di bulan Desember 2022.

### Uang Muka

Di tahun 2022, Perusahaan mencatatkan uang muka sebesar Rp7,18 miliar, mengalami penurunan Rp2,09 miliar atau 22,50%, jika dibandingkan dengan tahun sebelumnya sebesar Rp9,27 miliar. Penurunan ini disebabkan oleh uang muka pembelian yang *outstanding* tahun 2021 yang terealisasi di tahun 2022.

### Aset Keuangan Lancar Lainnya

Perusahaan mencatatkan aset keuangan lancar lainnya sebesar Rp377 juta di tahun 2022, mengalami penurunan Rp174 juta atau 31,58%, jika dibandingkan dengan tahun sebelumnya sebesar Rp551 juta. Penurunan ini disebabkan oleh komposisi penempatan deposito tahun 2022 dioptimalkan pada bank dengan KBMI 3 dan 4.

### Other receivables

The Company's total other receivables, comprising other receivables from related parties and other receivables from third parties, amounted to IDR3.19 billion in 2022, representing an increase of IDR2.57 billion or 415.87% compared to the previous year when it was IDR0.62 billion. The increase was primarily due to the receipt of payments for PT Pertamina EP's sludge oil utilization revenue, which were received in 2023.

### Inventories

The inventory value of the company decreased by IDR6.73 billion or 2.89% from IDR233.05 billion in 2021 to IDR226.32 billion in 2022. This decrease was mainly due to the adjustment of the policy for calculating SIG impairment, resulting in an allowance for impairment of inventories of IDR2.50 billion, in addition to inventory decline before allowance amounting to IDR4.23 billion.

### Prepaid taxes

In 2022, the Company recorded prepaid taxes of IDR4.96 billion, a decrease of IDR2.08 billion or 29.59%, compared to the previous year of IDR7.04 billion. This decrease was caused more by the payment of income tax refunds of subsidiaries.

### Prepaid Expenses

In 2022, the Company's prepaid expenses amounted to IDR22.82 billion, which was 845.98% higher than the previous year's amount of IDR2.41 billion. The increase in prepaid expenses was mainly due to prepayments made for fixed asset insurance and company inventories up to December 2023, which were paid only in December 2022.

### Advances

In 2022, the Company recorded a down payment of Rp7.18 billion, which decreased by Rp2.09 billion or 22.50%, compared to the previous year's down payment of Rp9.27 billion. This decline was due to the outstanding purchase down payment in 2021 that was realized in 2022.

### Other Current Financial Assets

In 2022, the Company's other current financial assets amounted to IDR377 million, which was 31.58% lower than the previous year's amount of IDR551 million. The decrease in other current financial assets was mainly due to the optimization of deposit placements at banks with KBMI 3 and 4 in 2022.



## Aset Tidak Lancar

## Non-Current Assets

**Tabel Aset Tidak Lancar 2021-2022**  
Table of Non-Current Assets 2021-2022

| Uraian<br>Description                                        | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|--------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                              |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Penyertaan Saham<br>Investment in Share                      | 25                                 | 25                                  | 0                                       | 0,00                         |
| Aset Tetap<br>Fixed assets                                   | 4.043.993                          | 4.118.811                           | (74.818)                                | -1,82                        |
| Aset Tak Berwujud<br>Intangible Assets                       | 20.186                             | 27.897                              | (7.711)                                 | -27,64                       |
| Aset Tidak Lancar Lainnya<br>Other Non-Current Assets        | 138.233                            | 205.363                             | (67.130)                                | -32,69                       |
| <b>Jumlah Aset Tidak Lancar<br/>Total Non-Current Assets</b> | <b>4.202.438</b>                   | <b>4.352.095</b>                    | <b>(149.657)</b>                        | <b>-3,44</b>                 |

\*) Disajikan kembali  
\*) Restated

Jumlah aset tidak lancar Perusahaan tercatat sebesar Rp4.202,44 miliar, mengalami penurunan Rp149,66 miliar atau 3,44%, jika dibandingkan dengan tahun 2021, yang sebesar Rp4.352,10 miliar. Penurunan ini lebih disebabkan oleh penurunan aset tetap berwujud dan aset tak berwujud atas depresiasi/amortisasi tahun berjalan.

The recorded amount of the company's non-current assets was Rp4,202.44 billion, which represents a decrease of Rp149.66 billion or 3.44% compared to the previous year's figure of Rp4,352.10 billion. This decline can primarily be attributed to the decrease in tangible fixed assets and intangible assets, which have been affected by the depreciation/amortization in the current fiscal year.

### Penyertaan Saham

Nilai penyertaan saham yang dicatatkan Perusahaan di tahun 2022, tidak mengalami perubahan jika dibandingkan dengan tahun 2021, yakni sebesar Rp25,00 juta.

### Investment in Share

The Company's investment in shares listed in 2022 has remained the same as in 2021, with a value of IDR25.00 million.

### Aset Tetap

Aset tetap Perusahaan di tahun 2022, tercatat sebesar Rp4.043,99 miliar, mengalami penurunan Rp74,82 miliar atau 1,82%, jika dibandingkan dengan tahun 2021, yang sebesar Rp4.118,81 miliar. Penurunan ini lebih disebabkan oleh depresiasi aset tetap di tahun berjalan.

### Fixed assets

The Company's fixed assets in 2022 were recorded at IDR4,043.99 billion, a decrease of IDR74.82 billion or 1.82%, when compared to 2021, which amounted to IDR4,118.81 billion. This decrease was caused more by the depreciation of fixed assets in the current year.

### Aset Tak Berwujud

Perusahaan mencatatkan aset tak berwujud sebesar Rp20,19 miliar di tahun 2022, mengalami penurunan Rp7,71 miliar atau 27,64%, jika dibandingkan dengan tahun sebelumnya sebesar Rp27,89 miliar. Penurunan ini disebabkan oleh amortisasi aset tak berwujud di tahun berjalan.

### Intangible Assets

In 2022, the company's intangible assets were recorded at IDR20.19 billion, reflecting a decrease of IDR7.71 billion or 27.64% compared to the previous year's amount of IDR27.89 billion. The decrease was primarily due to the amortization of intangible assets during the current year.

### Aset Tidak Lancar Lainnya

Aset tidak lancar lainnya yang dicatatkan Perusahaan di tahun 2022, adalah sebesar Rp138,23 miliar di tahun 2022, mengalami penurunan Rp67,13 miliar atau 32,69%, jika dibandingkan dengan tahun 2021, yang sebesar Rp169,13 miliar. Penurunan ini disebabkan oleh reklasifikasi tanah penambangan dari aset tidak lancar ke aset tetap sebesar Rp31,68 miliar, amortisasi program pengembangan pasar sebesar Rp14,34 miliar dan amortisasi perlengkapan pabrik (batu tahan api dan castable) sebesar Rp20,91 miliar.

### Other Non-Current Assets

The Company recorded other non-current assets amounting to IDR138.23 billion in 2022, which is a decrease of IDR67.13 billion or 32.69% compared to the previous year's amount of IDR169.13 billion. The decrease was due to several factors, including the reclassification of mining land from non-current assets to fixed assets, resulting in a decrease of IDR31.68 billion. Additionally, there was the amortization of market development programs, amounting to IDR14.34 billion, and the amortization of plant equipment such as refractory stone and castable, which amounted to IDR20.91 billion.





## Liabilitas

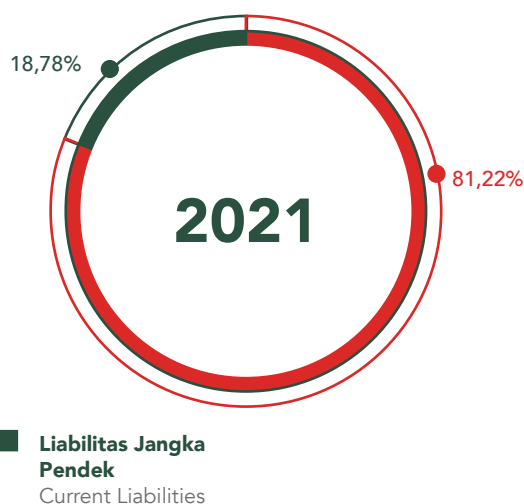
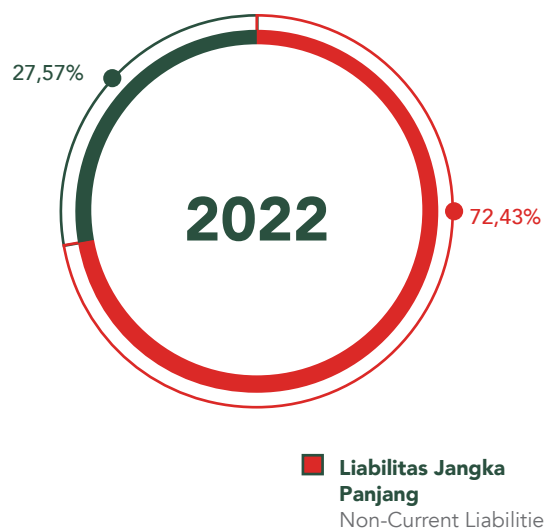
## Liabilities

**Tabel Liabilitas 2021-2022**  
Liabilities Table 2021-2022

| Uraian<br>Description                                | 2022                                           |                                 | 2021*                                          |                                 | Kenaikan/Penurunan<br>Increase/Decrease |                                 |
|------------------------------------------------------|------------------------------------------------|---------------------------------|------------------------------------------------|---------------------------------|-----------------------------------------|---------------------------------|
|                                                      | Jumlah<br>(Rp-juta)<br>Amount<br>(IDR-million) | Komposisi<br>Composition<br>(%) | Jumlah<br>(Rp-juta)<br>Amount<br>(IDR-million) | Komposisi<br>Composition<br>(%) | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage<br>(%) |
|                                                      | (1)                                            |                                 | (2)                                            |                                 | (3 = 1-2)                               | (4 = 3/2)                       |
| Liabilitas Jangka Pendek<br>Current Liabilities      | 585.585                                        | 27,57                           | 426.655                                        | 18,78                           | 158.930                                 | 37,25                           |
| Liabilitas Jangka Panjang<br>Non-Current Liabilities | 1.538.748                                      | 72,43                           | 1.845.132                                      | 81,22                           | (306.384)                               | -16,60                          |
| <b>Jumlah Liabilitas<br/>Total Liabilities</b>       | <b>2.124.332</b>                               | <b>100,00</b>                   | <b>2.271.787</b>                               | <b>100,00</b>                   | <b>(147.455)</b>                        | <b>-6,49</b>                    |

\*) Disajikan kembali  
\*) Restated

**Komposisi Liabilitas Perusahaan 2021-2022**  
Composition of Company Liabilities 2021-2022



Di tahun 2022, total liabilitas Perusahaan tercatat sebesar Rp2.124,33 miliar, mengalami penurunan Rp147,46 miliar atau 6,49%, jika dibandingkan dengan tahun 2021, yang sebesar Rp2.271,79 miliar. Adapun komposisi liabilitas jangka pendek Perusahaan di tahun 2022, adalah sebesar 27,57%, mengalami perubahan dibanding tahun sebelumnya, dengan komposisi sebesar 18,78%. Sementara komposisi liabilitas jangka panjang Perusahaan tercatat sebesar 72,43%, di tahun 2022, mengalami perubahan dibanding tahun sebelumnya, dengan komposisi sebesar 81,22%.

Berikut kinerja liabilitas Perusahaan tahun 2022, dibanding tahun 2021, yang dipengaruhi oleh liabilitas jangka pendek dan liabilitas jangka panjang Perusahaan, sebagaimana diuraikan di bawah ini.

In 2022, the Company's total liabilities amounted to IDR2,124.33 billion, reflecting a decrease of IDR147.46 billion or 6.49% compared to the previous year's amount of IDR2,271.79 billion. The composition of the Company's current liabilities in 2022 was 27.57%, which represents a significant change compared to the previous year's composition of 18.78%. Meanwhile, the composition of the Company's non-current liabilities in 2022 was recorded at 72.43%, with a change from the previous year's composition of 81.22%.

This change in the composition of the Company's liabilities in 2022, compared to 2021, was affected by both the current liabilities and non-current liabilities. The Company's performance in this regard is described in detail below.



## Liabilitas Jangka Pendek

## Current liabilities

**Tabel Liabilitas Jangka Pendek 2021-2022**  
Table of Current Liabilities 2021-2022

| Uraian<br>Description                                                              | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                    |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Utang Usaha                                                                        |                                    |                                     |                                         |                              |
| Trade Payables                                                                     |                                    |                                     |                                         |                              |
| Pihak Berelasi<br>Related Parties                                                  | 121.256                            | 90.161                              | 31.095                                  | 34,49                        |
| Pihak Ketiga<br>Third parties                                                      | 189.970                            | 157.194                             | 32.776                                  | 20,85                        |
| Utang Lain-lain                                                                    |                                    |                                     |                                         |                              |
| Other Payables                                                                     |                                    |                                     |                                         |                              |
| Pihak Berelasi<br>Related Parties                                                  | 21.373                             | 331                                 | 21.042                                  | 6.357,10                     |
| Pihak Ketiga<br>Third Parties                                                      | 45.973                             | 39.987                              | 5.986                                   | 14,97                        |
| Utang Pajak<br>Tax Debt                                                            | 25.492                             | 22.953                              | 2.539                                   | 11,06                        |
| Beban Akrual<br>Accrual Expenses                                                   | 40.363                             | 42.734                              | (2.371)                                 | -5,55                        |
| Liabilitas Imbalan Kerja Jangka Pendek<br>Short Term Employee Benefits Liabilities | 33.084                             | 1.543                               | 31.541                                  | 2.044,13                     |
| Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun                          |                                    |                                     |                                         |                              |
| Long-Term Loans - Current Maturities                                               |                                    |                                     |                                         |                              |
| Pinjaman Bank<br>Bank Loans                                                        | 99.666                             | 58.855                              | 40.811                                  | 69,34                        |
| Liabilitas Sewa<br>Lease Liabilities                                               | 8.407                              | 12.897                              | (4.490)                                 | -34,81                       |
| Jumlah Liabilitas Jangka Pendek<br>Total Current Liabilities                       | 585.585                            | 426.655                             | 158.930                                 | 37,25                        |

\*) Disajikan kembali  
\*) Restated

Jumlah liabilitas jangka pendek Perusahaan di tahun 2022, tercatat sebesar Rp585,59 miliar, mengalami peningkatan Rp158,93 miliar atau 37,25%, jika dibandingkan dengan tahun 2021, yang sebesar Rp426,66 miliar. Berikut adalah penjelasan terkait peningkatan liabilitas jangka pendek Perusahaan di tahun 2022 dibandingkan tahun sebelumnya, sebagaimana terlampir di bawah ini.

### Utang Usaha

Jumlah utang usaha Perusahaan yang terdiri dari utang usaha kepada pihak berelasi dan kepada pihak ketiga, tercatat sebesar Rp311,23 miliar di tahun 2022, mengalami peningkatan Rp63,87 miliar atau 25,82%, dibandingkan dengan tahun 2021, sebesar Rp247,36 miliar. Hal ini terutama disebabkan oleh meningkatnya utang berelasi.

### Utang Lain-lain

Jumlah utang lain-lain Perusahaan yang terdiri dari utang lain-lain kepada pihak berelasi dan kepada pihak ketiga, tercatat sebesar Rp67,35 miliar di tahun 2022, mengalami peningkatan Rp27,03 miliar atau 67,04%, dibandingkan

The Company's total current liabilities in 2022 amounted to IDR585.59 billion, representing an increase of IDR158.93 billion or 37.25% compared to the previous year's amount of IDR426.66 billion. The following section provides an explanation for the increase in the Company's current liabilities in 2022, as detailed below.

### Trade Payables

In 2022, the Company's trade payables, which included payables to both related parties and third parties, amounted to IDR311.23 billion, representing an increase of IDR63.87 billion or 25.82% compared to the previous year's amount of IDR247.36 billion. The increase was mainly attributed to a rise in related party debt.

### Other Payables

The Company's total other payables, which includes payables to both related parties and third parties, amounted to IDR67.35 billion in 2022, representing an increase of IDR27.03 billion or 67.04% compared to the previous year's amount of



dengan tahun 2021, sebesar Rp40,32 miliar. Hal ini terutama disebabkan oleh utang atas asuransi aset tetap dan persediaan Perusahaan yang belum dibayarkan di tahun 2022 kepada Asuransi BRI Indonesia.

### Utang Pajak

Utang pajak Perusahaan di tahun 2022, tercatat sebesar Rp25,49 miliar, mengalami peningkatan Rp2,54 miliar atau 11,06%, dibandingkan dengan tahun 2021, sebesar Rp22,95 miliar. Peningkatan ini disebabkan oleh Pajak Penghasilan atas PPh 22 dan PPh 21 Perusahaan yang dibayarkan pada Bulan Januari 2023.

### Beban Akrua

Di tahun 2022, beban akrual Perusahaan tercatat sebesar Rp40,36 miliar, mengalami penurunan Rp2,37 miliar atau 5,55%, dibandingkan dengan tahun 2021, sebesar Rp42,73 miliar. Penurunan ini disebabkan oleh penurunan beban akrual atas bunga pinjaman bank dikarenakan penurunan bunga dari 9,45% menjadi 9,25% di tahun 2022.

### Liabilitas Imbalan Kerja Jangka Pendek

Jumlah liabilitas imbalan kerja jangka pendek Perusahaan di tahun 2022, tercatat sebesar Rp33,08 miliar, mengalami peningkatan Rp31,54 miliar atau 2.044,13%, dibandingkan dengan tahun 2021 sebesar Rp1,54 miliar. Peningkatan ini disebabkan oleh akrual imbalan kerja jangka pendek tantiem Direksi & Dewan Komisaris dan bonus karyawan.

### Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun

1. Pinjaman Bank  
Di tahun 2022, pinjaman (utang) bank jangka panjang - bagian jangka pendek Perusahaan tercatat sebesar Rp99,67 miliar, meningkat Rp40,81 miliar atau 69%, dari tahun 2021, sebesar Rp58,86 miliar. Peningkatan ini disebabkan oleh reklasifikasi utang bank jangka panjang ke jangka pendek yang jatuh tempo dalam 1 (satu) tahun.
2. Liabilitas Sewa  
Di tahun 2022, Perusahaan mencatatkan liabilitas sewa yang jatuh tempo dalam satu tahun, sebesar Rp8,41 miliar, mengalami penurunan Rp4,49 miliar atau 35%, dibandingkan dengan tahun 2021 sebesar Rp12,90 miliar. Penurunan ini disebabkan oleh pembayaran liabilitas sewa hak guna ditahun 2022.

IDR40.32 billion. The increase was mainly due to outstanding debts for fixed asset insurance and the Company's inventories, which remained unpaid to BRI Indonesia Insurance in 2022.

### Tax Debt

The Company's tax payable in 2022 amounted to IDR25.49 billion, representing an increase of IDR2.54 billion or 11.06% compared to the previous year's amount of IDR22.95 billion. The increase was primarily due to the inclusion of the Company's Income Tax on PPh 22 and PPh 21, which will be paid in January 2023.

### Accrual Expenses

In 2022, the Company recorded accrued expenses of IDR40.36 billion, which was a decrease of Rp2.37 billion or 5.55% compared the previous year's total of IDR42.73 billion. This decrease was primarily due to lower interest expenses on bank loans resulting from a reduction in the interest rate from 9.45% to 9.25% in 2022.

### Short Term Employee Benefits Liability

The Company's short-term employee benefit liabilities in 2022 increased significantly to IDR33.08 billion, compared to IDR1.54 billion in 2021, representing a growth of 2,044.13% or IDR31.54 billion. This increase was primarily due to the accrual of short-term employee benefit bonuses for the Board of Directors and Board of Commissioners, as well as employee bonuses.

### Long-Term Loans - Current Maturities

1. Bank Loans  
In 2022, the long-term bank loans - short-term portion of the Company amounted to Rp99.67 billion, an increase of Rp40.81 billion or 69% from 2021, which was Rp58.86 billion. This increase was due to the reclassification of long-term bank debt to short-term debt that will mature in 1 (one) year.
2. Lease Liabilities  
In 2022, the Company recorded current maturities of lease liabilities of Rp8.41 billion, a decrease of Rp4.49 billion or 35% compared to Rp12.90 billion in 2021. This decrease is due to the payment of lease liabilities for land use rights in 2022.



## Liabilitas Jangka Panjang

## Non-current liabilities

**Tabel Liabilitas Jangka Panjang 2021-2022**  
Table of Non-current liabilities 2021-2022

| Uraian<br>Description                                                                                | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                      |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Utang Jangka Panjang Setelah Dikurangi Bagian Jangka Pendek<br>Long Term Debt Net Short Term Portion |                                    |                                     |                                         |                              |
| Pinjaman Bank<br>Bank Loans                                                                          | 1.257.048                          | 1.592.119                           | (335.071)                               | -21,05                       |
| Liabilitas Sewa<br>Lease Liabilities                                                                 | 74.440                             | 78.689                              | (4.249)                                 | -5,40                        |
| Liabilitas Pajak Tangguhan<br>Deferred Tax Liabilities                                               | 93.902                             | 75.741                              | 18.161                                  | 23,98                        |
| Liabilitas Imbalan Kerja Jangka Panjang<br>Long Term Employee Benefits Liabilities                   | 62.316                             | 50.513                              | 11.803                                  | 23,37                        |
| Provisi Reklamasi, dan Pasca Tambang<br>Provision For Reclamation and Mine Closure                   | 51.041                             | 48.071                              | 2.970                                   | 6,18                         |
| Jumlah Liabilitas Jangka Panjang<br>Total Non-current liabilities                                    | 1.538.748                          | 1.845.132                           | (306.384)                               | -16,60                       |

\*) Disajikan kembali  
\*) Restated

Di tahun 2022, jumlah liabilitas jangka panjang Perusahaan tercatat sebesar Rp1.538,75 miliar, mengalami penurunan Rp306,38 miliar atau 16,60%, dibandingkan dengan tahun sebelumnya yang sebesar Rp1.845,13 miliar. Berikut adalah penjelasan terkait penurunan liabilitas jangka panjang Perusahaan di tahun 2022 dibandingkan tahun sebelumnya, sebagaimana terlampir di bawah ini.

The Company's total non-current liabilities in 2022 decreased to IDR1,538.75 billion, a reduction of 16.60% or IDR306.38 billion compared to the previous year's total of IDR1,845.13 billion. The decrease in non-current liabilities was due to the reasons explained in the attachment provided below.

### Utang Bank Jangka Panjang Setelah Dikurangi Bagian Jangka Pendek

Di tahun 2022, Perusahaan mencatatkan jumlah utang bank jangka panjang setelah dikurangi bagian jangka pendek, tercatat sebesar Rp1.257,05 miliar, mengalami penurunan Rp335,07 miliar atau 21,05%, dibandingkan dengan tahun sebelumnya yang sebesar Rp1.592,12 miliar. Penurunan ini lebih dikarenakan Perusahaan melakukan percepatan pembayaran pokok pinjaman di tahun 2022 sebesar Rp238,00 miliar serta reklasifikasi pokok pinjaman yang jatuh tempo dalam 1 (satu) tahun ke utang bank jangka pendek.

### Long Term Bank Debt Net Short Term Portion

The Company's long-term bank debt, after deducting the short-term portion, decreased to IDR1,257.05 billion in 2022, a reduction of 21.05% or IDR335.07 billion compared to the previous year's total of IDR1,592.12 billion. This decrease was primarily due to the acceleration of loan principal payment amounting to IDR238.00 billion in 2022 and the reclassification of loan principal that matures within one year to short-term bank loans.

### Liabilitas Sewa Jangka Panjang Setelah Dikurangi Bagian Jangka Pendek

Di tahun 2022, Perusahaan mencatatkan jumlah liabilitas sewa jangka panjang setelah dikurangi bagian jangka pendek, tercatat sebesar Rp74,44 miliar, mengalami penurunan Rp4,25 miliar atau 5,40%, dibandingkan dengan tahun sebelumnya yang sebesar Rp78,69 miliar. Penurunan ini disebabkan oleh reklasifikasi liabilitas sewa yang jatuh tempo dalam 1 (satu) tahun ke liabilitas sewa jangka pendek.

### Long Term Lease Net Short Term Portion

The Company's total long-term lease liabilities, after deducting the short-term portion, decreased to IDR74.44 billion in 2022, a reduction of 55.40% or IDR4.25 billion compared to the previous year's total of IDR78.69 billion. This decrease was mainly due to the reclassification of lease liabilities with maturities of one year to short-term lease liabilities.



### Liabilitas Pajak Tangguhan

Di tahun 2022, liabilitas pajak tangguhan Perusahaan tercatat sebesar Rp93,90 miliar, mengalami peningkatan Rp18,16 miliar atau 23,98%, dibandingkan dengan tahun sebelumnya yang sebesar Rp75,74 miliar. Peningkatan ini disebabkan oleh penambahan beban pajak tangguhan di tahun berjalan sebesar Rp18,16 miliar atas perbedaan temporer dalam perhitungan PPh badan Perusahaan.

### Liabilitas Imbalan Kerja Jangka Panjang

Jumlah liabilitas imbalan jangka panjang Perusahaan di tahun 2022, tercatat sebesar Rp62,32 miliar, mengalami peningkatan Rp11,80 miliar atau 23,37%, dibandingkan dengan tahun sebelumnya yang sebesar Rp50,51 miliar.

### Provisi Reklamasi, dan Pasca Tambang

Di tahun 2022, Perusahaan mencatatkan jumlah utang provisi reklamasi, dan pasca tambang, sebesar Rp51,04 miliar, mengalami peningkatan Rp2,97 miliar atau 6,18%, dibandingkan dengan tahun sebelumnya yang sebesar Rp48,07 miliar. Peningkatan ini disebabkan oleh penambahan beban cadangan atas kewajiban kegiatan reklamasi dan pasca tambang Perusahaan di tahun berjalan.

### Deferred Tax Liabilities

The Company's deferred tax liabilities increased to IDR93.90 billion in 2022, representing a growth of 23.98% or IDR18.16 billion compared to the previous year's total of IDR75.74 billion. This increase was primarily due to the addition of deferred tax expense amounting to IDR18.16 billion in the current year, resulting from temporary differences in the calculation of the Company's corporate income tax.

### Long Term Employee Benefits Liability

The Company's total long-term benefit liabilities increased to IDR62.32 billion in 2022, a growth of or IDR11.80 billion compared to the previous year's total of IDR50.51 billion.

### Provision For Reclamation and Mine Closure

The Company's reclamation and post-mining provision payable increased to IDR51.04 billion in 2022, a rise of 6.18% or IDR2.97 billion compared to the previous year's total of IDR48.07 billion. This increase was mainly due to the addition of reserve expenses in the current year, for the Company's obligations related to reclamation and post-mining activities.

## Ekuitas

## Equity

Tabel Ekuitas 2021-2022  
Equity Table 2021-2022

| Uraian<br>Description                                                                | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|--------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                      |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Modal Saham<br>Share Capital                                                         | 993.253                            | 993.253                             | 0                                       | 0,00                         |
| Tambahan Modal Disetor<br>Additional Paid-in Capital                                 | 1.270.607                          | 1.270.607                           | 0                                       | 0,00                         |
| <b>Saldo Laba</b><br>Retained Earnings                                               |                                    |                                     |                                         |                              |
| Telah Ditentukan Penggunaannya<br>Appropriated                                       | 1.072.925                          | 1.023.526                           | 49.399                                  | 4,83                         |
| Belum Ditentukan Penggunaannya<br>Unappropriated                                     | (187.395)                          | (232.823)                           | 45.428                                  | -19,51                       |
| Penghasilan (Kerugian) Komprehensif Lain<br>Other Comprehensive Income (Loss)        | (62.460)                           | (54.382)                            | (8.078)                                 | 14,85                        |
| <b>Total Ekuitas yang dapat Diatribusikan Kepada</b><br>Total Equity Attributable To |                                    |                                     |                                         |                              |
| Pemilik Entitas Induk<br>Equity Holders of Parent Entity                             | 3.086.930                          | 3.000.181                           | 86.749                                  | 2,89                         |
| Kepentingan Non – Pengendali<br>Non-controlling interests                            | (14)                               | (15)                                | (1)                                     | -6,67                        |
| <b>Jumlah Ekuitas</b><br>Total Equity                                                | <b>3.086.916</b>                   | <b>3.000.166</b>                    | <b>86.750</b>                           | <b>2,89</b>                  |

\*) Disajikan kembali  
\*) Restated





Jumlah ekuitas Perusahaan di tahun 2022, tercatat sebesar Rp3.086,92 miliar, mengalami peningkatan Rp86,75 miliar atau 2,89%, dibandingkan tahun sebelumnya yang sebesar Rp3.000,17 miliar. Peningkatan ini disebabkan oleh Perusahaan mencatat laba tahun berjalan sebesar Rp94.827,89 miliar dan mencatat penyesuaian atas pengukuran kembali program imbalan pasti sebesar Rp8.077,85 miliar.

The Company's total equity increased to IDR3,086.92 billion in 2022, indicating an increase of Rp86.75 billion or 2.89% from the previous year's figure of Rp3,000.17 billion. This increase was primarily due to the Company recording a profit for the year of IDR94,827.89 billion and an adjustment to the remeasurement of the defined benefit plan of IDR8,077.85 billion.

## LAPORAN LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

## CONSOLIDATED STATEMENT OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

**Tabel Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian 2021-2022**  
Table of Profit (Loss) and Other Comprehensive Income Consolidated 2021-2022

| Uraian<br>Description                                                                                                                          | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                                                                |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Pendapatan<br>Revenue                                                                                                                          | 1.881.767                          | 1.751.586                           | 130.181                                 | 7,43                         |
| Beban Pokok Penjualan<br>Cost of goods sold                                                                                                    | (1.038.619)                        | (975.520)                           | (63.099)                                | 6,47                         |
| Laba Kotor<br>Gross Profit                                                                                                                     | 843.148                            | 776.066                             | 67.082                                  | 8,64                         |
| Beban Usaha<br>Operating Expenses                                                                                                              | (581.421)                          | (540.920)                           | (40.501)                                | 7,49                         |
| Laba Usaha<br>Operating Profit                                                                                                                 | 261.727                            | 235.146                             | 26.581                                  | 11,30                        |
| Pendapatan (Beban) Keuangan<br>Financial Income (Expenses).                                                                                    | (146.460)                          | (166.238)                           | 19.778                                  | -11,90                       |
| Laba Sebelum Pajak Penghasilan<br>Profit Before Income Tax                                                                                     | 115.267                            | 68.908                              | 46.359                                  | 67,28                        |
| Beban Pajak Penghasilan<br>Income Tax Expense                                                                                                  | (20.439)                           | (22.202)                            | 1.763                                   | -7,94                        |
| Laba Tahun Berjalan<br>Profit for the year                                                                                                     | 94.828                             | 46.706                              | 48.122                                  | 103,03                       |
| Penghasilan Komprehensif Lain<br>Other Comprehensive Income                                                                                    | (8.078)                            | 6.539                               | (14.617)                                | -223,54                      |
| Jumlah Penghasilan Komprehensif Tahun Berjalan<br>Total Comprehensive Profit for the year                                                      | 86.750                             | 53.245                              | 33.505                                  | 62,93                        |
| <b>Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada</b><br>Profit (Loss) For The Year Attributable To                                |                                    |                                     |                                         |                              |
| Pemilik Entitas Induk<br>Equity Holders of Parent Entity                                                                                       | 94.827                             | 46.704                              | 48.123                                  | 103,04                       |
| Kepentingan Non Pengendali<br>Non-controlling interests                                                                                        | 1                                  | 2                                   | (1)                                     | -50,00                       |
| <b>Laba (Rugi) Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada</b><br>Comprehensive Profit (Loss) For The Period Attributable To |                                    |                                     |                                         |                              |
| Pemilik Entitas Induk<br>Equity Holders of Parent Entity                                                                                       | 86.749                             | 53.243                              | 33.506                                  | 62,93                        |
| Kepentingan Non Pengendali<br>Non-controlling interests                                                                                        | 1                                  | 2                                   | (1)                                     | -50,00                       |
| Laba Bersih per Saham (Rupiah Penuh)<br>Earnings per Share (Full IDR)                                                                          | 10                                 | 5                                   | 5                                       | 100,00                       |

\*) Disajikan kembali  
\*) Restated



Berikut uraian terkait laporan laba (rugi) dan penghasilan komprehensif lain konsolidasian Perusahaan di tahun 2022, dibanding tahun 2021, beserta perubahannya dan penyebab perubahan tersebut.

## Pendapatan

Di tahun 2022, Perusahaan berhasil membukukan total pendapatan sebesar Rp1.881,77 miliar, mengalami peningkatan Rp130,18 miliar atau 7,43%, dibandingkan tahun sebelumnya yang sebesar Rp1.751,59 miliar. Peningkatan ini disebabkan oleh peningkatan volume dan harga jual rata-rata penjualan semen sebesar 4% dari tahun 2021.

Adapun rincian pendapatan yang berhasil dibukukan Perusahaan di tahun 2022, dan perbandingannya dengan tahun 2021, adalah sebagaimana terlampir berikut ini.

Below is a description of the changes in the Company's consolidated statement of profit (loss) and other comprehensive income between 2022 and 2021, along with the reasons for these changes.

## Revenue

In 2022, the Company managed to record a total revenue of IDR1,881.77 billion, an increase of IDR130.18 billion or 7.43%, compared to the previous year which amounted to IDR1,751.59 billion. This increase was due to an increase in volume and average selling price of cement by 4% from 2021.

The details of the revenue that the Company managed to record in 2022, and its comparison with 2021, are as attached below.

**Tabel Total Pendapatan 2021-2022**  
Table of Total Revenue 2021-2022

| Uraian<br>Description                                                  | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                        |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Penjualan pada Pihak Ketiga<br>Sales to Third Parties                  |                                    |                                     |                                         |                              |
| Penjualan Semen Bungkus<br>Sales of Bagged Cement                      | 1.620.427                          | 1.560.718                           | 59.709                                  | 3,83                         |
| Penjualan Semen Curah<br>Sales of Bulk Cement                          | 227.645                            | 151.923                             | 75.722                                  | 49,84                        |
| Penjualan Terak<br>Clinker Sales                                       | -                                  | 3.213                               | -                                       | -                            |
| Penjualan Mortar<br>Mortar Sales                                       | 14                                 | 45                                  | (31)                                    | -68,89                       |
| Jasa Pengangkutan<br>Transportation Services                           | 1.861                              | 4.731                               | (2.870)                                 | -60,66                       |
| Lain-Lain<br>Others                                                    | 3                                  | 164                                 | (161)                                   | -98,17                       |
| Jumlah Penjualan pada Pihak Ketiga<br>Total Sales to Third Parties     | 1.849.950                          | 1.720.794                           | 129.156                                 | 7,51                         |
| Penjualan pada pihak berelasi<br>Sales to related parties              |                                    |                                     |                                         |                              |
| Penjualan Semen Curah<br>Sales of Bulk Cement                          | -                                  | 177                                 | -                                       | -                            |
| Penjualan White Clay<br>Sales of White Clay                            | 31.818                             | 30.614                              | 1.204                                   | 3,93                         |
| Jumlah Penjualan pada Pihak Berelasi<br>Total Sales to Related Parties | 31.818                             | 30.792                              | 1.026                                   | 3,33                         |
| Jumlah Penjualan Bersih<br>Total Net Sales                             | 1.881.767                          | 1.751.586                           | 130.181                                 | 7,43                         |

\*) Disajikan kembali  
\*) Restated



Di tahun 2022, penjualan produk semen bungkus tercatat sebesar Rp1.620,43 miliar, mengalami peningkatan Rp59,71 miliar atau 3,83%, dibandingkan dengan tahun sebelumnya sebesar Rp1.560,72 miliar. Sementara penjualan produk semen curah mengalami peningkatan Rp75,72 miliar atau 49,84%, dari Rp151,92 miliar di tahun 2021, menjadi Rp227,65 miliar di tahun 2022. Hal ini lebih dikarenakan peningkatan volume penjualan semen sebesar 4% sedangkan dari sisi harga jual juga mengalami peningkatan untuk semen sebesar 4%.

In 2022, sales of packaged cement products were recorded at IDR1,620.43 billion, an increase of IDR59.71 billion or 3.83%, compared to the previous year's sales of IDR1,560.72 billion. Meanwhile, sales of bulk cement products increased by IDR75.72 billion or 49.84%, from IDR151.92 billion in 2021 to IDR227.65 billion in 2022. This increase was due to a 4% increase in cement sales volume, and a 4% increase in cement prices.

Adapun untuk tahun 2022 Perusahaan tidak melakukan penjualan terak dikarenakan tidak ada permintaan dari pelanggan. Penjualan produk *mortar* di tahun 2022, tercatat sebesar Rp14 juta, mengalami penurunan Rp31 juta atau 68,89%, dibandingkan dengan tahun sebelumnya sebesar Rp45 juta. Hal ini dikarenakan adanya penurunan permintaan dari pelanggan. Sedangkan penjualan *white clay* mengalami peningkatan Rp1,20 miliar atau 3,93%, dari Rp30,61 miliar di tahun 2021, menjadi Rp31,82 miliar di tahun 2022. Peningkatan ini disebabkan oleh meningkatnya permintaan dari pelanggan yang digunakan sebagai bahan baku pembuatan pupuk.

However, the Company did not sell clinker in 2022 because there was no demand from customers. Sales of mortar products in 2022 were recorded at IDR14 million, a decrease of IDR31 million or 68.89%, compared to the previous year's sales of IDR45 million, due to decreased customer demand. Meanwhile, sales of white clay increased by IDR1.20 billion or 3.93%, from IDR30.61 billion in 2021 to IDR31.82 billion in 2022, due to increased demand from customers, who used it as a raw material for making fertilizer.

Sementara itu, pendapatan Perusahaan dari jasa pengangkutan, tercatat sebesar Rp1,86 miliar di tahun 2022, mengalami penurunan Rp2,87 miliar atau 60,66%, dibandingkan dengan tahun sebelumnya sebesar Rp4,73 miliar. Adapun pendapatan lain-lain di tahun 2022, tercatat sebesar Rp3 juta, mengalami penurunan Rp161 juta atau 98,17%, dibandingkan dengan tahun sebelumnya sebesar Rp164 juta.

Additionally, the Company's revenue from transportation services was recorded at IDR1.86 billion in 2022, a decrease of IDR2.87 billion or 60.66% compared to the previous year's revenue of IDR4.73 billion. Other income in 2022 was recorded at IDR3 million, a decrease of IDR161 million or 98.17% compared to the previous year's income of IDR164 million.

## Beban Pokok Penjualan

## Cost of Goods Sold

**Tabel Beban Pokok Penjualan 2021-2022**  
Table of Cost of Goods Sold 2021-2022

| Uraian<br>Description                                              | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|--------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                    |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Bahan Bakar dan Listrik<br>Fuel and Electricity                    | 355.776                            | 334.095                             | 21.681                                  | 6,49                         |
| Bahan Baku dan Penolong<br>Raw and Auxiliary Materials             | 258.986                            | 219.197                             | 39.789                                  | 18,15                        |
| Depresiasi dan Amortisasi<br>Depreciation and Amortization         | 135.485                            | 140.768                             | (5.283)                                 | -3,75                        |
| Tenaga Kerja<br>Manpower                                           | 109.793                            | 108.431                             | 1.362                                   | 1,26                         |
| Pabrikasi Lainnya<br>Other Manufacturing                           | 163.556                            | 186.215                             | (22.659)                                | -12,17                       |
| <b>Persediaan Barang dalam Proses</b><br>Work in Process Inventory |                                    |                                     |                                         |                              |
| Persediaan Awal<br>Initial inventory                               | 43.364                             | 38.920                              | 4.444                                   | 11,42                        |
| Persediaan Akhir<br>Final Inventory                                | (33.660)                           | (43.364)                            | 9.704                                   | -22,38                       |



**Tabel Beban Pokok Penjualan 2021-2022**  
Table of Cost of Goods Sold 2021-2022

| Uraian<br>Description                                                  | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                        |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Beban Pokok Produksi<br>Cost of Production                             | 1.033.300                          | 984.261                             | 49.039                                  | 4,98                         |
| <b>Persediaan Barang Jadi</b><br>Finished Goods Inventory              |                                    |                                     |                                         |                              |
| Persediaan Awal<br>Initial inventory                                   | 18.998                             | 10.257                              | 8.741                                   | 85,22                        |
| Persediaan Akhir<br>Final Inventory                                    | (13.679)                           | (18.998)                            | 5.319                                   | -28,00                       |
| <b>Jumlah Beban Pokok Penjualan</b><br><b>Total Cost of Goods Sold</b> | <b>(1.038.619)</b>                 | <b>(975.520)</b>                    | <b>(63.099)</b>                         | <b>6,47</b>                  |

\*) Disajikan kembali  
\*) Restated

Di tahun 2022, Perusahaan mencatatkan beban pokok penjualan sebesar Rp1.038,62 miliar, mengalami peningkatan Rp63,10 miliar atau 6,47%, dibandingkan dengan tahun sebelumnya yang sebesar Rp975,52 miliar.

In 2022, the company recorded a cost of sales of IDR1,038.62 billion, which represents an increase of IDR63.10 billion or 6.47% compared to the previous year's cost of sales which amounted to IDR975.52 billion.

Komponen yang mempengaruhi kinerja beban pokok penjualan adalah sebagai berikut:

The components that affect the cost of goods sold performance are as follows:

- Bahan Bakar dan Listrik**  
Biaya bahan bakar dan listrik mengalami peningkatan Rp21,68 miliar atau 6,49%, dari Rp334,09 miliar di tahun 2021, menjadi Rp355,78 miliar di tahun 2022, yang disebabkan oleh kenaikan harga bahan bakar.
- Bahan Baku dan Penolong**  
Biaya bahan baku dan penolong mengalami peningkatan Rp39,79 miliar atau 18,15%, dari Rp219,20 miliar di tahun 2021, menjadi Rp258,99 miliar di tahun 2022, yang disebabkan kenaikan harga pembelian bahan baku dampak dari kenaikan harga BBM.
- Depresiasi dan Amortisasi**  
Biaya depresiasi dan amortisasi mengalami penurunan Rp5,28 miliar atau 3,75%, dari Rp140,77 miliar di tahun 2021, menjadi Rp135,49 miliar di tahun 2022, didorong oleh adanya penurunan beberapa aset yang telah habis masa manfaatnya.
- Tenaga Kerja**  
Biaya tenaga kerja mengalami peningkatan Rp1,36 miliar atau 1,26%, dari Rp108,43 miliar di tahun 2021, menjadi Rp109,79 miliar di tahun 2022, yang lebih dikarenakan adanya penyesuaian remunerasi karyawan yang dalam beberapa tahun terakhir belum pernah ada penyesuaian.
- Pabrikasi Lainnya**  
Biaya pabrikasi lainnya mengalami penurunan Rp22,66 miliar atau 12,17%, dari Rp186,22 miliar di tahun 2021, menjadi Rp163,56 miliar di tahun 2022, yang disebabkan
- Fuel and Electricity**  
Fuel and electricity costs increased by IDR21.68 billion, or 6.49%, from IDR334.09 billion in 2021 to IDR355.78 billion in 2022, due to the increase in fuel prices.
- Raw and Auxiliary Materials**  
The cost of raw and auxiliary materials increased by IDR39.79 billion, or 18.15%, from IDR219.20 billion in 2021 to IDR258.99 billion in 2022, due to the increase in the purchase price of raw materials caused by the rise in fuel prices.
- Depreciation and Amortization**  
Depreciation and amortization expenses decreased by IDR5.28 billion, or 3.75%, from IDR140.77 billion in 2021 to IDR135.49 billion in 2022, driven by a decrease in several expired assets.
- Manpower**  
Manpower costs increased by IDR1.36 billion, or 1.26%, from IDR108.43 billion in 2021 to IDR109.79 billion in 2022, due to adjustments in employee remuneration, which had not been adjusted in recent years.
- Other Manufacturing**  
Other manufacturing costs decreased by IDR22.66 billion, or 12.17%, from IDR186.22 billion in 2021 to IDR163.56 billion in 2022, due to efficiency in plant maintenance



oleh karena efisiensi biaya pemeliharaan pabrik dan penurunan angkutan intransit material dikarenakan lebih mengoptimalkan produksi dari Pabrik Baturaja II.

6. Persediaan Barang dalam Proses

Persediaan awal mengalami peningkatan Rp4,44 miliar atau 11,42%, dari Rp38,92 miliar di tahun 2021, menjadi Rp43,36 miliar di tahun 2022. Sementara persediaan akhir mengalami penurunan Rp9,70 miliar atau 22,38%, dari Rp43,36 miliar di tahun 2021, menjadi Rp33,66 miliar di tahun 2022, yang disebabkan untuk memenuhi kebutuhan produksi semen.

7. Beban Pokok Produksi

Beban pokok produksi mengalami peningkatan Rp49,04 miliar atau 4,98%, dari Rp984,26 miliar di tahun 2021, menjadi Rp1.033,30 miliar di tahun 2022, yang disebabkan oleh meningkatnya pemakaian bahan baku serta bahan bakar.

8. Persediaan Barang Jadi

Persediaan awal mengalami peningkatan Rp8,74 miliar atau 85,22%, dari Rp10,26 miliar di tahun 2021, menjadi Rp18,10 miliar di tahun 2022. Sementara persediaan akhir di tahun 2022, mengalami penurunan Rp5,32 miliar atau 28,00%, dari Rp18,99 miliar di tahun 2022, menjadi Rp13,68 miliar di tahun 2022, yang terutama disebabkan oleh meningkatnya volume penjualan semen.

## Laba Kotor

Berdasarkan akumulasi dari pendapatan dan beban pokok penjualan, Perusahaan berhasil membukukan laba kotor sebesar Rp843,15 miliar di tahun 2022, mengalami peningkatan Rp67,08 miliar atau 8,64%, dibandingkan dengan tahun sebelumnya yang sebesar Rp776,07 miliar.

## Beban Usaha

Di tahun 2022, Perusahaan mencatatkan jumlah beban usaha yang terdiri dari beban penjualan, beban umum dan administrasi, dan pendapatan atau beban operasi lainnya, sebesar Rp581,42 miliar, mengalami peningkatan Rp40,50 miliar atau 7,49%, dibandingkan dengan tahun sebelumnya yang sebesar Rp540,92 miliar. Peningkatan ini disebabkan oleh peningkatan biaya distribusi sejalan dengan peningkatan volume penjualan, peningkatan biaya tenaga kerja terkait adanya penyesuaian remunerasi karyawan, penurunan pendapatan jasa pengelolaan limbah B3 dan penurunan pengembalian cadangan kerugian penurunan nilai piutang.

Adapun rincian beban usaha di tahun 2022, dan perbandingannya dengan tahun 2021, adalah sebagaimana terlampir berikut ini.

costs and a decrease in material in-transit transportation resulting from optimizing production from Baturaja II Plant.

6. Inventory of On-Process Goods

Beginning balance increased by IDR4.44 billion, or 11.42%, from IDR38.92 billion in 2021 to IDR43.36 billion in 2022, while ending balance decreased by IDR9.70 billion, or 22.38%, from IDR43.36 billion in 2021 to IDR33.66 billion in 2022, which was caused by the production requirements for cement.

7. Cost of Production

The cost of production increased by IDR49.04 billion, or 4.98%, from IDR984.26 billion in 2021 to IDR1,033.30 billion in 2022, due to the increased use of raw materials and fuel.

8. Inventory of Finished Goods

Beginning balance increased by IDR8.74 billion, or 85.22%, from IDR10.26 billion in 2021 to IDR18.10 billion in 2022, while ending balance in 2022 decreased by IDR5.32 billion, or 28.00%, from IDR18.99 billion in 2022 to IDR13.68 billion in 2022, caused by the increase in cement sales volume.

## Gross Profit

The Company recorded a gross profit of IDR843.15 billion in 2022, which represents an increase of IDR67.08 billion or 8.64% compared to the previous year's gross profit of IDR776.07 billion, driven by the accumulation of revenue and cost of goods sold.

## Operating Expenses

In 2022, the Company's total operating expenses, which consist of selling expenses, general and administrative expenses, and other operating income or expenses, amounted to IDR581.42 billion. This represents an increase of IDR40.50 billion or 7.49% compared to the previous year's total operating expenses of IDR540.92 billion. The increase was primarily driven by higher distribution costs due to an increase in sales volume, an increase in Manpower costs related to an adjustment in employee remuneration, a decrease in B3 waste management service revenue, and a decrease in the return on allowance for a decrease in the return of the reserve for impairment losses on receivables..

The details of the operating expenses in 2022 and their comparison with 2021 are attached below.







**Tabel Beban Usaha 2021-2022**  
Table of Operating Expenses 2021-2022

| Uraian<br>Description                                                            | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                  |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Beban Penjualan<br>Selling Expenses                                              |                                    |                                     |                                         |                              |
| Pengangkutan dan Distribusi<br>Transport and Distribution                        | 246.505                            | 227.194                             | 19.311                                  | 8,50                         |
| Gaji, Upah dan Tunjangan<br>Salary, Wages and Benefits                           | 46.294                             | 39.597                              | 6.697                                   | 16,91                        |
| Promosi<br>Promotion                                                             | 18.870                             | 49.898                              | (31.027)                                | -62,18                       |
| Penyusutan & Amortisasi<br>Depreciation & Amortization                           | 6.056                              | 5.247                               | 809                                     | 15,42                        |
| Jasa Profesional<br>Professional Service                                         | 4.651                              | 6.439                               | (1.788)                                 | -27,77                       |
| Beban Pemeliharaan<br>Maintenance Expenses                                       | 1.377                              | 786                                 | 592                                     | 75,32                        |
| Perjalanan Dinas<br>Official travel                                              | 1.204                              | 511                                 | 694                                     | 135,81                       |
| Sewa<br>Rent                                                                     | 556                                | 322                                 | 235                                     | 72,98                        |
| Telekomunikasi dan Alat Tulis Kantor<br>Telecommunications and Office Stationery | 486                                | 354                                 | 132                                     | 37,29                        |
| Lain-lain<br>Others                                                              | 1.596                              | 1.006                               | 589                                     | 58,65                        |
| Jumlah Beban Penjualan<br>Total Selling Expenses                                 | 327.596                            | 331.353                             | (3.756)                                 | -1,13                        |
| Beban Umum dan Administrasi<br>General and Administrative Expenses               |                                    |                                     |                                         |                              |
| Gaji, Upah dan Tunjangan<br>Salary, Wages and Benefits                           | 133.330                            | 116.543                             | 16.787                                  | 14,40                        |
| Jasa Profesional dan Keamanan<br>Professional and Security Services              | 34.101                             | 33.572                              | 529                                     | 1,58                         |
| Penyusutan dan Amortisasi<br>Depreciation and Amortization                       | 33.693                             | 35.630                              | (1.938)                                 | -5,44                        |
| Denda Pajak, Asuransi dan Sewa<br>Tax, Insurance and Rent Fines                  | 15.476                             | 13.056                              | 2.420                                   | 18,54                        |
| Telekomunikasi dan Koordinasi<br>Telecommunications and Coordination             | 8.379                              | 7.480                               | 899                                     | 12,02                        |
| Beban Pemeliharaan<br>Maintenance Expenses                                       | 6.610                              | 7.444                               | (834)                                   | -11,20                       |
| Perjalanan Dinas<br>Official travel                                              | 5.620                              | 5.110                               | 509                                     | 9,98                         |
| Alat Tulis Kantor<br>Office Stationery                                           | 4.871                              | 4.341                               | 530                                     | 12,21                        |
| Listrik dan Air<br>Electricity and Water                                         | 3.501                              | 3.590                               | (89)                                    | -2,48                        |
| Rapat Dinas<br>Service meeting                                                   | 2.748                              | 1.999                               | 749                                     | 37,47                        |
| Sumbangan<br>Donations                                                           | 2.722                              | 1.906                               | 816                                     | 42,81                        |



**Tabel Beban Usaha 2021-2022**  
Table of Operating Expenses 2021-2022

| Uraian<br>Description                                                                        | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                              |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Diklat dan Detasering<br>Training and Detasering                                             | 1.020                              | 1.026                               | (6)                                     | -0,58                        |
| Pembinaan Jasmani dan Rohani<br>Physical and Spiritual Development                           | 817                                | 770                                 | 47                                      | 6,10                         |
| Penelitian dan Pengembangan<br>Research and development                                      | 556                                | 675                                 | (120)                                   | -17,78                       |
| Lain-lain<br>Others                                                                          | 5.966                              | 3.940                               | 2.026                                   | 51,42                        |
| <b>Jumlah Beban Umum dan Administrasi<br/>Total General and Administrative Expenses</b>      | <b>259.409</b>                     | <b>237.083</b>                      | <b>22.326</b>                           | <b>9,42</b>                  |
| <b>Pendapatan (Beban) Operasi Lainnya</b><br>Other Operating Income (Expenses).              |                                    |                                     |                                         |                              |
| Pendapatan Jasa Pengelolaan Limbah B3<br>Revenue from Hazardous Waste Management Services    | 6.428                              | 8.988                               | (2.561)                                 | -28,49                       |
| Pendapatan (Beban) Lainnya<br>Other Income (Expenses).                                       | 400                                | 1.623                               | (1.223)                                 | -75,35                       |
| Pendapatan Klaim dan Denda<br>Claims and Penalties Income                                    | 1.872                              | 1.686                               | 186                                     | 11,03                        |
| Pendapatan Klaim Asuransi dan Jaminan<br>Insurance and Guarantee Claim Revenue               | 1.521                              | 137                                 | 1.384                                   | 1010,22                      |
| Pendapatan Penjualan Aset Tetap<br>Fixed Asset Sales Revenue                                 | 147                                | 304                                 | (157)                                   | -51,64                       |
| Beban Lainnya<br>Other Expenses                                                              | (2.517)                            | (236)                               | (2.281)                                 | 966,53                       |
| Cadangan Kerugian Penurunan Nilai<br>Allowance for Impairment Losses                         | (1.949)                            | 15.187                              | (17.136)                                | -112,83                      |
| Laba (Rugi) Selisih Kurs Transaksi<br>Gain (Loss) on Transaction Exchange Difference         | (317)                              | (173)                               | (144)                                   | 83,24                        |
| <b>Jumlah Pendapatan (Beban) Operasi Lainnya<br/>Total Other Operating Income (Expenses)</b> | <b>5.584</b>                       | <b>27.516</b>                       | <b>(21.931)</b>                         | <b>-79,70</b>                |
| <b>Jumlah Beban Usaha<br/>Total Operating Expenses</b>                                       | <b>581.421</b>                     | <b>540.920</b>                      | <b>40.501</b>                           | <b>7,49</b>                  |

\*) Disajikan kembali  
\*) Restated

## Laba Usaha

Berdasarkan akumulasi dari laba kotor dan beban usaha, Perusahaan berhasil membukukan laba usaha sebesar Rp261,73 miliar di tahun 2022, mengalami peningkatan Rp26,58 miliar atau 11,30%, dibandingkan dengan tahun sebelumnya yang sebesar Rp235,15 miliar.

## Operating Profit

The Company recorded an operating profit of IDR261.73 billion in 2022, representing an increase of IDR26.58 billion or 11.30% compared to the previous year's operating profit of IDR235.15 billion. This increase was driven by the accumulation of gross profit and operating expenses.



## Pendapatan (Beban) Keuangan

## Financial Income (Expenses)

**Tabel Pendapatan (Beban) Keuangan 2021-2022**  
Financial Income (Expense) Table 2021-2022

| Uraian<br>Description                                                   | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                         |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Pendapatan Keuangan<br>Financial Income                                 |                                    |                                     |                                         |                              |
| Pendapatan Bunga Deposito<br>Deposit Interest Income                    | 9.887                              | 11.091                              | (1.204)                                 | -10,86                       |
| Pendapatan Jasa Giro<br>Current Account Service Income                  | 1.769                              | 3.307                               | (1.538)                                 | -46,51                       |
| Laba (Rugi) Selisih Kurs<br>Exchange Gain (Loss)                        | 35                                 | (281)                               | 316                                     | 112,45                       |
| Jumlah pendapatan Keuangan<br>Total Finance income                      | 11.691                             | 14.117                              | (2.426)                                 | -17,18                       |
| Beban Keuangan<br>Financial Expenses                                    |                                    |                                     |                                         |                              |
| Beban Bunga Kredit Investasi<br>Investment Credit Interest Expense      | (149.084)                          | (154.756)                           | (5.671)                                 | -3,66                        |
| Beban Bunga Medium Term Notes<br>Medium Term Notes Interest Expense     | -                                  | (5.500)                             | -                                       | -                            |
| Beban Bunga Sewa<br>Rent Interest Expense                               | (8.515)                            | (10.485)                            | (1.970)                                 | -18,79                       |
| Beban Bunga Lainnya<br>Other Interest Expenses                          | (551)                              | 9.614                               | (9.063)                                 | -94,27                       |
| Jumlah Beban Keuangan<br>Total Financial Charges                        | (158.151)                          | (180.355)                           | (22.204)                                | -12,31                       |
| Jumlah Pendapatan (Beban) Keuangan<br>Total Financial Income (Expenses) | (146.460)                          | (166.238)                           | (19.778)                                | -11,90                       |

\*) Disajikan kembali

\*) Restated

Di tahun 2022, Perusahaan mencatatkan beban keuangan sebesar Rp146,46 miliar, mengalami penurunan Rp19,78 miliar atau 11,90%, dibandingkan dengan beban keuangan tahun sebelumnya yang tercatat sebesar Rp166,24 miliar. Di mana jumlah pendapatan keuangan Perusahaan yang terdiri dari pendapatan bunga deposito, pendapatan jasa giro dan laba (rugi) selisih kurs tercatat sebesar Rp11,69 miliar di tahun 2022, mengalami penurunan Rp2,43 miliar atau 17,18%, dibandingkan dengan tahun sebelumnya yang sebesar Rp14,12 miliar. Penurunan ini disebabkan oleh komposisi penempatan deposito tahun 2022 dioptimalkan pada bank dengan KBMI 3 dan 4 di mana *rate*-nya cenderung lebih rendah dan penempatan dana giro tahun 2022 dioptimalkan pada Bank Himbara di mana *rate*-nya cenderung lebih rendah. Sementara jumlah beban keuangan Perusahaan di tahun 2022, tercatat sebesar Rp158,51 miliar, mengalami penurunan Rp22,20 miliar atau 12,31%, dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp180,36 miliar. Hal ini disebabkan oleh penurunan suku bunga pinjaman kredit sindikasi Perusahaan di tahun 2022 yang sebelumnya sebesar 9,45% menjadi 9,25%, Perusahaan juga melakukan percepatan pembayaran pokok pinjaman sebesar Rp238 miliar yang mempengaruhi penurunan beban bunga pinjaman.

In 2022, the Company recorded financial expenses of Rp146.46 billion, a decrease of Rp19.78 billion or 11.90% compared to the previous year's financial expenses of Rp166.24 billion. The amount of the Company's financial income, consisting of interest income from deposits, current account service income, and exchange rate gain (loss), was recorded at Rp11.69 billion in 2022, a decrease of Rp2.43 billion or 17.18% compared to the previous year's Rp14.12 billion. This decrease was due to the optimization of deposit placement in banks with KBMI ratings of 3 and 4, which tend to have lower rates, and the optimization of current account funds in Himbara Bank, which also have lower rates. Meanwhile, the Company's total financial expenses in 2022 were recorded at Rp158.51 billion, a decrease of Rp22.20 billion or 12.31% compared to the previous year's total financial expenses of Rp180.36 billion. This was due to the decrease in the interest rate of the Company's syndicated loans from 9.45% to 9.25% in 2022, as well as the acceleration of principal loan payments totaling Rp238 billion, which influenced the decrease in loan interest expenses.



### Laba Sebelum Pajak Penghasilan

Berdasarkan akumulasi dari laba usaha dan pendapatan/beban keuangan, Perusahaan berhasil membukukan laba sebelum pajak penghasilan sebesar Rp115,27 miliar di tahun 2022, mengalami peningkatan Rp46,36 miliar atau 67,28%, dibandingkan dengan tahun sebelumnya yang sebesar Rp68,91 miliar.

### Beban Pajak Penghasilan

Jumlah beban pajak penghasilan di tahun 2022, tercatat sebesar Rp20,44 miliar, mengalami penurunan Rp1,76 miliar atau 7,94%, dibandingkan tahun sebelumnya yang sebesar Rp22,20 miliar.

### Laba Tahun Berjalan

Di tahun 2022, Perusahaan berhasil membukukan laba tahun berjalan sebesar Rp94,83 miliar, mengalami peningkatan Rp48,12 miliar atau 103,03%, dibandingkan tahun sebelumnya yang sebesar Rp46,71 miliar. Peningkatan ini disebabkan oleh kenaikan pendapatan dan penurunan beban keuangan di tahun 2022.

### Penghasilan Komprehensif Lain

### Profit Before Income Tax

Based on the accumulation of operating profits and financial income/expenses, the Company managed to record a profit before income tax of IDR115.27 billion in 2022, an increase of IDR46.36 billion or 67.28%, compared to the previous year which amounted to IDR68.91 billion.

### Income Tax Expense

The Company's total income tax expense in 2022 was IDR20.44 billion, down 7.94% from the previous year's IDR22.20 billion.

### Profit for the year

In 2022, the Company's annual profit was IDR94.83 billion, a 103.03% or IDR48.12 billion increase from the previous year's IDR46.71 billion. This was attributed to increased revenue and decreased financial expenses in 2022.

### Other Comprehensive Income

**Tabel Penghasilan Komprehensif Lain 2021-2022**  
Table of Other Comprehensive Income 2021-2022

| Uraian<br>Description                                                                                       | 2022<br>(Rp-juta)<br>(IDR-million) | 2021<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                             |                                    |                                    | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Keuntungan (Kerugian) Aktuarial Program Imbalan Kerja<br>Gain (Loss) of Employee Benefits Program Actuarial | (10.356)                           | 8.383                              | (18.739)                                | -223,54                      |
| Pajak Penghasilan Terkait<br>Related Income Tax                                                             | 2.278                              | (1.844)                            | 4.122                                   | -223,54                      |
| <b>Jumlah Penghasilan Komprehensif Lain<br/>Total Other Comprehensive Income</b>                            | <b>(8.078)</b>                     | <b>6.539</b>                       | <b>(14.617)</b>                         | <b>-223,54</b>               |

Di tahun 2022, penghasilan komprehensif lain rugi sebesar Rp8,08 Miliar, mengalami penurunan Rp14,62 Miliar atau 223,54% dibandingkan tahun sebelumnya yang positif sebesar Rp6,54 Miliar. Penurunan ini disebabkan oleh perubahan komponen gaji di tahun 2022 dalam perhitungan aktuarial independen.

### Jumlah Penghasilan Komprehensif Tahun Berjalan

Jumlah penghasilan komprehensif tahun berjalan di tahun 2022, berdasarkan akumulasi dari laba tahun berjalan dan jumlah penghasilan komprehensif lain, tercatat sebesar Rp86,75 miliar di tahun 2022, mengalami peningkatan Rp33,51 miliar atau 62,93%, dibandingkan dengan tahun sebelumnya yang sebesar Rp53,25 miliar.

In 2022, the company recorded a loss of Rp8.08 billion in other comprehensive income, which was a decrease of Rp14.62 billion or 223.54% compared to the previous year's positive figure of Rp6.54 billion. This reduction was due to changes in salary components in 2022 during independent actuarial calculations.

### Total Comprehensive Profit for the year

Total comprehensive income for the current year in 2022, based on the accumulation of profit for the year and total other comprehensive income, was recorded at IDR86.75 billion, representing an increase of IDR33.51 billion or 62.93% compared to the previous year, which amounted to IDR53.25 billion.





## LAPORAN ARUS KAS KONSOLIDASIAN

## CONSOLIDATED STATEMENT OF CASH FLOWS

**Tabel Arus Kas Konsolidasian 2021-2022**  
Table of Consolidated Cash Flows 2021-2022

| Uraian<br>Description                                                                                                                           | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                                                                 |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Arus Kas dari Aktivitas Operasi<br>Cash Flow from Operating Activities                                                                          | 411.197                            | 171.566                             | 239.631                                 | 139,67                       |
| Arus Kas dari Aktivitas Investasi<br>Cash Flow from Investing Activities                                                                        | (52.646)                           | (39.535)                            | (13.111)                                | 33,16                        |
| Arus Kas dari Aktivitas Pendanaan<br>Cash Flow from Financing Activities                                                                        | (320.371)                          | 14.407                              | (334.778)                               | -2.323,72                    |
| Kenaikan (Penurunan) Bersih Kas dan Setara Kas<br>Net Increase (Decrease) in Cash and Cash<br>Equivalents                                       | 38.179                             | 146.438                             | (108.259)                               | -73,93                       |
| Pengaruh Perubahan Selisih Kurs terhadap Kas dan<br>Setara Kas<br>The Effect of Changes in Exchange Differences on<br>Cash and Cash Equivalents | 35                                 | (281)                               | 316                                     | 112,46                       |
| Kas dan Setara Kas Awal Tahun<br>Cash and Cash Equivalents at Beginning of the Year                                                             | 484.704                            | 338.547                             | 146.157                                 | 43,17                        |
| Kas dan setara Kas Akhir Tahun<br>End of year cash and cash equivalents                                                                         | 522.918                            | 484.704                             | 38.214                                  | 7,88                         |

\*) Disajikan kembali  
\*) Restated

Berikut uraian terkait laporan arus kas konsolidasian Perusahaan di tahun 2022, dibanding tahun 2021, beserta penjelasan tentang penyebab adanya perubahan dan penyebab perubahan tersebut.

The following is a description of the Company's consolidated cash flow statements for 2022, as compared to 2021. Additionally, an explanation of the reasons for the changes and the underlying factors driving these changes will also be provided.

### Arus Kas dari Aktivitas Operasi

### Cash Flow from Operating Activities

**Tabel Arus Kas dari Aktivitas Operasi 2021-2022**  
Table of Cash Flows from Operating Activities 2021-2022

| Uraian<br>Description                                                  | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                        |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Penerimaan Kas dari Pelanggan<br>Cash Receipts from Customers          | 2.170.839                          | 1.932.632                           | 238.207                                 | 12,33                        |
| Pembayaran Kas kepada Pemasok<br>Cash Payments to Suppliers            | (1.453.628)                        | (1.440.435)                         | (13.193)                                | 0,92                         |
| Pembayaran Kas kepada Karyawan<br>Cash Payments to Employees           | (166.582)                          | (169.493)                           | 2.911                                   | -1,72                        |
| Pembayaran Bunga Pinjaman Bank<br>Bank Loan Interest Payment           | (152.108)                          | (150.561)                           | (1.547)                                 | 1,03                         |
| Pembayaran Bunga Medium Term Note<br>Medium Term Note Interest Payment | -                                  | (9.000)                             | 9.000                                   | -100,00                      |
| Pembayaran Bunga Keuangan<br>Financial Interest Payments               | (551)                              | (4.794)                             | 4.243                                   | -88,51                       |





**Tabel Arus Kas dari Aktivitas Operasi 2021-2022**  
Table of Cash Flows from Operating Activities 2021-2022

| Uraian<br>Description                                                                                      | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                            |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Penerimaan Bunga<br>Interest Receipt                                                                       | 11.831                             | 13.846                              | (2.015)                                 | -14,55                       |
| Penerimaan Restitusi Pajak<br>Acceptance of Tax Restitution                                                | 1.922                              | -                                   | 1.922                                   | 100,00                       |
| Pembayaran Pajak Penghasilan<br>Income Tax Payment                                                         | (526)                              | (629)                               | 103                                     | -16,38                       |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Operasi<br/>Net Cash Flow Provided by Operating Activities</b> | <b>411.197</b>                     | <b>171.566</b>                      | <b>239.631</b>                          | <b>139,67</b>                |

\*) Disajikan kembali  
\*) Restated

Arus kas dari aktivitas operasi di tahun 2022 mengalami peningkatan dibanding tahun 2021. Di mana arus kas bersih yang diperoleh dari aktivitas operasi di tahun 2022, tercatat sebesar Rp411,20 miliar naik Rp239,63 miliar atau 139,67%, dibanding tahun sebelumnya sebesar Rp171,57 miliar. Peningkatan tersebut disebabkan oleh kenaikan penerimaan dari pelanggan atas penjualan semen dan pembayaran piutang.

The net cash flow obtained from operating activities in 2022 was recorded at IDR411.20 billion, which represents an increase of IDR239.63 billion or 139.67% compared to the previous year's figure of IDR171.57 billion. This increase can be attributed to higher receipts from customers for the sale of cement, as well as a reduction in the payment of receivables.

## Arus Kas dari Aktivitas Investasi

## Cash Flow from Investing Activities

**Tabel Arus Kas dari Aktivitas Investasi 2021-2022**  
Table of Cash Flows from Investing Activities 2021-2022

| Uraian<br>Description                                                                                      | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                            |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Pembelian Aset Tetap<br>Purchase of Fixed Assets                                                           | (20.048)                           | (28.009)                            | 7.961                                   | -28,42                       |
| Penjualan Aset Tetap<br>Fixed Asset Sales                                                                  | 147                                | 304                                 | (157)                                   | -51,64                       |
| Pembelian Aset Tidak Berwujud<br>Purchase of Intangible Assets                                             | (4.433)                            | (486)                               | (3.947)                                 | 812,14                       |
| Aset dalam Pembangunan<br>Assets under Construction                                                        | (28.312)                           | (4.656)                             | (23.656)                                | 508,08                       |
| Pembelian Lahan untuk Pengembangan<br>Purchase of Land for Development                                     | -                                  | (6.689)                             | -                                       | -                            |
| <b>Arus Kas Bersih Digunakan untuk Aktivitas Investasi<br/>Net Cash Flow Used for Investing Activities</b> | <b>(52.646)</b>                    | <b>(39.536)</b>                     | <b>(13.110)</b>                         | <b>33,16%</b>                |

\*) Disajikan kembali  
\*) Restated

Arus kas dari aktivitas investasi di tahun 2022 mengalami peningkatan dibanding tahun 2021. Di mana arus kas bersih yang digunakan untuk aktivitas investasi di tahun

The cash flow from investing activities increased in 2022 compared to 2021. The net cash flow used for investing activities in 2022 was IDR52.65 billion, which is 33.16% or



2022, tercatat sebesar Rp52,65 miliar, naik Rp13,11 miliar atau 33,16%, dibandingkan tahun sebelumnya yang sebesar Rp39,54 miliar. Peningkatan ini disebabkan oleh pembayaran atas aset dalam pembangunan di tahun berjalan.

IDR13.11 billion higher than the previous year's figure of IDR39.54 billion. This increase can be attributed to payments made for assets under construction during the current year.

## Arus Kas dari Aktivitas Pendanaan

## Cash Flow from Financing Activities

| Uraian<br>Description                                                                                                                           | 2022<br>(Rp-juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                                                                                 |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Penerimaan Pinjaman Bank<br>Acceptance of Bank Loans                                                                                            | -                                  | 497.627                             | -                                       | -                            |
| Pembayaran Pokok Pinjaman Bank<br>Payment of Bank Loan Principal                                                                                | (296.892)                          | (41.394)                            | (255.498)                               | 617,23                       |
| Pembayaran Pokok Liabilitas Sewa<br>Payment of Principal Lease Liabilities                                                                      | (13.208)                           | (33.676)                            | 20.468                                  | -60,78                       |
| Pembayaran Bunga Liabilitas Sewa<br>Lease Liability Interest Payment                                                                            | (10.271)                           | (8.150)                             | (2.121)                                 | 26,02                        |
| Pembayaran Pokok <i>Medium Term Note</i><br>Principal Payment <i>Medium Term Note</i>                                                           | -                                  | (400.000)                           | -                                       | -                            |
| <b>Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan</b><br><b>Net Cash Flow Provided by (Used for) Financing Activities</b> | <b>(320.371)</b>                   | <b>14.407</b>                       | <b>(334.778)</b>                        | <b>-2.323,72</b>             |

\*) Disajikan kembali  
\*) Restated

Arus kas dari aktivitas pendanaan di tahun 2022 mengalami penurunan Rp334,78 miliar atau 2.323,72% dibanding tahun 2021. Di mana arus kas bersih yang digunakan untuk aktivitas pendanaan di tahun 2022 tercatat sebesar Rp320,37 miliar, sementara di tahun sebelumnya, arus kas bersih yang diperoleh dari aktivitas pendanaan sebesar Rp14,41 miliar. Penurunan tersebut disebabkan oleh pembayaran pokok pinjaman bank perusahaan di mana di tahun 2022 Perusahaan melakukan percepatan pembayaran pinjaman kredit sindikasi sebesar Rp238,00 miliar.

In 2022, the cash flow from financing activities decreased by IDR334.78 billion or 2,323.72% compared to 2021. The net cash flow used for financing activities in 2022 was IDR320.37 billion, whereas in the previous year, the company had a net cash gain of IDR14.41 billion from financing activities. This decrease was primarily due to the early repayment of a syndicated credit loan of IDR238.00 billion in 2022, resulting in a principal payment of the company's bank loan.

## Kenaikan (Penurunan) Bersih Kas dan Setara Kas

## Net Increase (Decrease) in Cash and Cash Equivalents

Kenaikan atau penurunan bersih kas dan setara kas merupakan akumulasi atas arus kas dari aktivitas operasi, arus kas dari aktivitas investasi, dan arus kas dari aktivitas pendanaan, yang di tahun 2022, Perusahaan mencatatkan penurunan bersih kas dan setara kas sebesar Rp38,18 miliar, turun Rp108,26 miliar atau 73,93%, dibandingkan tahun sebelumnya dengan kenaikan bersih kas dan setara kas yang tercatat sebesar Rp146,44 miliar. Penurunan bersih kas dan setara kas, disebabkan karena Perusahaan melakukan percepatan pembayaran kredit sindikasi ditahun 2022 sebesar Rp238 miliar.

The net increase or decrease in cash and cash equivalents is the result of the combined cash flows from operating activities, investing activities, and financing activities. In 2022, the company recorded a decrease in net cash and cash equivalents of IDR38.18 billion, which is a decrease of IDR108.26 billion or 73.93% compared to the previous year when the company had a net increase in cash and cash equivalents of IDR146.44 billion. This decrease in net cash and cash equivalents was primarily due to the company's decision to accelerate the payment of a syndicated loan in 2022, resulting in a cash outflow of IDR238 billion.

## Pengaruh Perubahan Selisih Kurs terhadap Kas dan Setara Kas

## The Effect of Changes in Exchange Differences on Cash and Cash Equivalents

Di tahun 2022, pengaruh perubahan selisih kurs terhadap kas dan setara kas, tercatat sebesar Rp35 juta, mengalami penurunan Rp316 juta atau 112,46%, dibandingkan tahun sebelumnya yang sebesar Rp281 juta.

In 2022, the impact of exchange rate fluctuations on cash and cash equivalents was recorded at IDR35 million. This represents a decrease of IDR316 million or 112.46% compared to the previous year when the impact amounted to IDR281 million.



## Kas dan Setara Kas Awal Tahun

Kas dan setara kas Perusahaan pada awal tahun 2022, tercatat sebesar Rp484,70 miliar, mengalami peningkatan Rp146,16 miliar atau 43,17%, dibandingkan kas dan setara kas awal tahun sebelumnya yang sebesar Rp338,55 miliar.

## Kas dan Setara Kas Akhir Tahun

Kas dan setara kas Perusahaan pada akhir tahun 2022, tercatat sebesar Rp522,92 miliar, mengalami peningkatan Rp38,21 miliar atau 7,88%, dibandingkan kas dan setara kas Perusahaan pada akhir tahun 2021 yang sebesar Rp484,70 miliar. Peningkatan ini disebabkan oleh kenaikan atas penerimaan dari pelanggan atas penjualan semen dan pembayaran piutang.

## INFORMASI KEUANGAN PENTING LAINNYA

### Rasio Profitabilitas

Rasio profitabilitas adalah rasio yang digunakan untuk mengetahui kemampuan Perusahaan dalam mendapatkan laba (*profit*) dari pendapatan (*earning*) terkait penjualan, aset, dan ekuitas, berdasarkan dasar pengukuran tertentu. Jenis-jenis rasio profitabilitas dipakai untuk memperlihatkan seberapa besar laba atau keuntungan yang diperoleh dari kinerja Perusahaan.

## Cash and Cash Equivalents at Beginning of the Year

At the beginning of 2022, the Company's cash and cash equivalents were recorded at IDR484.70 billion, an increase of IDR146.16 billion or 43.17%, compared to cash and cash equivalents at the beginning of the previous year which amounted to IDR338.55 billion.

## Cash and Cash Equivalents at End of Year

At the end of 2022, the Company's cash and cash equivalents totaled IDR522.92 billion, which is IDR38.21 billion or 7.88% higher than the IDR484.70 billion recorded at the end of 2021. The increase was mainly due to higher receipts from customers for cement sales and faster payment of receivables.

## OTHER IMPORTANT FINANCIAL INFORMATION

### Profitability Ratio

Profitability ratios are used to evaluate a company's ability to generate earnings from its sales, assets, and equity, using various measurement bases. These ratios provide insight into how effectively the company is generating profits. Different types of profitability ratios are used to measure the level of profit derived from the company's performance.

Tabel Rasio Profitabilitas 2021-2022  
Profitability Ratio Table 2021-2022

| Uraian<br>Description      | 2022<br>(%) | 2021*<br>(%) | Perubahan<br>Change (%) |
|----------------------------|-------------|--------------|-------------------------|
| Gross Profit Margin        | 45          | 44           | 1,00                    |
| Operating Profit Margin    | 14          | 13           | 1,00                    |
| Net Profit Margin          | 5           | 3            | 2,00                    |
| EBITDA Margin              | 23          | 24           | (1,00)                  |
| Net Profit to Equity Ratio | 3,1         | 1,6          | 1,50                    |
| Net Profit to Asset        | 1,8         | 0,9          | 0,90                    |

\*) Disajikan kembali  
\*) Restated

Di tahun 2022, *gross profit margin* mengalami perubahan menjadi 45%, dari tahun sebelumnya yang tercatat sebesar 44%. Hal ini dikarenakan peningkatan volume dan harga jual semen sehingga berdampak kepada meningkatnya *gross profit margin* dari tahun 2021. *Operating profit margin* juga mengalami perubahan menjadi 14% di tahun 2022, dari posisi tahun sebelumnya yang tercatat sebesar 13%. Perubahan ini disebabkan oleh meningkatnya pendapatan sebesar 7% dibanding tahun lalu sehingga berpengaruh juga ke *operating profit margin*.

Sementara *net profit margin* yang pada tahun 2021 tercatat sebesar 3%, mengalami perubahan menjadi 5% di tahun 2022, yang disebabkan penurunan suku bunga pinjaman kredit sindikasi Perusahaan yang sebelumnya sebesar 9,45% menjadi 9,25%, Perusahaan juga melakukan percepatan

In 2022, the gross profit margin changed to 45%, up from the previous year's figure of 44%, due to the increased volume and selling price of cement. This increase impacted the gross profit margin positively compared to 2021. Similarly, the operating profit margin rose to 14% in 2022, from 13% in the previous year, due to a 7% increase in revenue. This increase also positively affected the operating profit margin compared to the previous year.

The net profit margin for the Company increased from 3% in 2021 to 5% in 2022, due to a reduction in the syndicated loan interest rate from 9.45% to 9.25%. The Company also accelerated the payment of the loan principal amounting to IDR238 billion, which further decreased loan interest



pembayaran pokok pinjaman sebesar Rp238 miliar yang mempengaruhi penurunan beban bunga pinjaman. Perubahan juga terjadi pada EBITDA margin, yang pada tahun 2022 tercatat sebesar 23%, dari posisi tahun sebelumnya yang tercatat sebesar 24%. Hal ini disebabkan peningkatan biaya bahan bakar dan bahan baku dikarenakan dampak kenaikan harga Bahan Bakar Minyak (BBM) dan penurunan pendapatan jasa pengelolaan limbah B3. *Net profit to equity ratio*, mengalami perubahan dari 1,6% di tahun 2021, menjadi 3,1% di tahun 2022. *Net profit to asset* di tahun 2022, tercatat sebesar 1,8%, mengalami perubahan dari 0,9% di tahun 2021, yang dikarenakan peningkatan *net profit* Perusahaan.

### Rasio Kondisi Keuangan

Rasio kondisi keuangan merupakan rasio yang digunakan untuk memberikan gambaran pada investor atau para Pemegang Saham, terkait kondisi keuangan Perusahaan, baik kondisi jangka pendek maupun jangka panjang Perusahaan, dan erat kaitannya dengan kelangsungan usaha Perusahaan.

expenses. However, the EBITDA margin decreased from 24% in the previous year to 23% in 2022, due to an increase in the cost of fuel and raw materials, caused by the rise in fuel oil (BBM) prices, and a decline in revenue from hazardous waste management services. On the other hand, the net profit to equity ratio increased from 1.6% in 2021 to 3.1% in 2022, and the net profit to assets ratio improved from 0.9% in 2021 to 1.8% in 2022, due to the Company's increased net profit.

### Financial Condition Ratio

The financial condition ratio provides investors and shareholders with an overview of the Company's short-term and long-term financial health, and is closely related to the continuity of its business.

**Tabel Rasio Kondisi Keuangan 2021-2022**  
Financial Condition Ratio Table 2021-2022

| Uraian<br>Description                                                    | 2022<br>(kali)<br>(time) | 2021*<br>(kali)<br>(time) | Perubahan<br>(kali)<br>(time) |
|--------------------------------------------------------------------------|--------------------------|---------------------------|-------------------------------|
| <b>Kondisi Keuangan Jangka Pendek</b><br>Short Term Financial Conditions |                          |                           |                               |
| Rasio Lancar<br>Current Ratio                                            | 1,72                     | 2,16                      | (0,44)                        |
| Rasio Kas<br>Cash Ratio                                                  | 0,89                     | 1,14                      | (0,25)                        |
| <b>Kondisi Keuangan Jangka Panjang</b><br>Long Term Financial Condition  |                          |                           |                               |
| Total Asset to Total Debt                                                | 2,45                     | 2,32                      | 0,13                          |
| Total Debt to Total Equity                                               | 0,69                     | 0,76                      | (0,07)                        |
| Total Debt to Total Fixed Assets                                         | 0,51                     | 0,53                      | (0,02)                        |
| Longterm Debt to Equity                                                  | 0,50                     | 0,62                      | (0,12)                        |
| Net Debt to EBITDA                                                       | 3,66                     | 4,17                      | (0,49)                        |
| Weighted Average Cost of Capital (WACC)                                  | 0,09                     | 0,09                      | -                             |

\*) Disajikan kembali

\*) Restated

Rasio likuiditas di tahun 2022 baik diukur dengan menggunakan rasio kas (*cash ratio*) dan rasio lancar (*current ratio*) dengan pencapaian secara berurutan antara lain : 0,89 dan 1,72. Berdasarkan besarnya rasio lancar, bahwa kemampuan Perusahaan dalam membayar hutang di tahun 2022 masih relatif baik meskipun turun dari tahun 2021.

Rasio solvabilitas menunjukkan kemampuan Perusahaan dalam membayar kewajiban-kewajibannya khususnya kewajiban jangka panjang. Nilai solvabilitas Perusahaan

In 2022, the liquidity ratio of the company was well-measured using two indicators: the cash ratio and current ratio. The successive achievements were 0.89 and 1.72, respectively. Although the current ratio decreased from the previous year, the company's ability to pay debts in 2022 is still relatively good based on this metric.

The solvency ratio indicates the Company's ability to pay its non-current liabilities. In 2022, the company's solvency value remained stable compared to the previous year, as



cenderung stabil jika dibandingkan tahun sebelumnya, dilihat dari rasio *total assets to total debt*, yang masih relatif baik yaitu sebesar 2,45.

evidenced by the *total assets to total debt* ratio, which was relatively good at 2.45.

### Rasio Pengungkit

Rasio pengungkit (*gearing ratio*) merupakan rasio yang digunakan untuk memonitoring modal Perusahaan, dengan membagi total pinjaman berdampak bunga dan total ekuitas Perusahaan 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 rasional.

### Gearing Ratio

The gearing ratio measures the proportion of the Company's interest-bearing loans to its total equity attributable to owners of the parent entity. The Company aims to maintain its gearing ratios within the range of leading companies in Indonesia to ensure access to funding at a reasonable cost.

| Uraian<br>Description                                                                         | 2022      | 2021*     | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-----------------------------------------------------------------------------------------------|-----------|-----------|-----------------------------------------|------------------------------|
|                                                                                               |           |           | Nominal                                 | Persentase<br>Percentage (%) |
| Pinjaman Bank (Rp-juta)<br>Bank Loans (IDR-million)                                           | 1.356.714 | 1.650.974 | (294.260)                               | -17,82                       |
| Liabilitas Sewa Pembiayaan (Rp-juta)<br>Finance Lease Liabilities (IDR-million)               | 82.847    | 91.586    | (8.739)                                 | -9,54                        |
| Total Pinjaman yang Berdampak Bunga (Rp-juta)<br>Total Interest Affecting Loans (IDR-million) | 1.439.561 | 1.742.560 | (302.999)                               | -17,39                       |
| Total Ekuitas (Rp-juta)<br>Total Equity (IDR-million)                                         | 3.086.916 | 3.000.166 | 86.750                                  | 2,89                         |
| Rasio Pengungkit (kali)<br>Gearing Ratio (times)                                              | 0,466     | 0,581     | (0,114)                                 |                              |

\*) Disajikan kembali

\*) Restated

Rasio pengungkit di tahun 2022 menurun sebesar 0,114 kali, hal ini disebabkan oleh penurunan pinjaman yang berdampak pada bunga di tahun 2022. Penurunan pinjaman tersebut dipengaruhi oleh percepatan pembayaran pokok pinjaman di tahun berjalan.

In 2022, the Company's gearing ratio decreased by 0.114 times compared to the previous year. This was mainly due to a decrease in interest-bearing loans, which resulted from the accelerated payment of the loan principal during the current year.





# KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG

## DEBT PAYING ABILITY AND RECEIVABLE COLLECTIBILITY

### KEMAMPUAN MEMBAYAR UTANG

Kemampuan Perusahaan dalam memenuhi seluruh kewajiban, baik jangka pendek maupun jangka panjang, diukur melalui rasio likuiditas dan rasio solvabilitas. Di mana rasio likuiditas digunakan untuk mengukur kemampuan Perusahaan dalam melunasi kewajiban jangka pendek, sementara rasio solvabilitas digunakan untuk mengukur kemampuan Perusahaan dalam memenuhi seluruh kewajibannya, baik kewajiban jangka pendek maupun kewajiban jangka panjang. Perusahaan memiliki komitmen yang tinggi untuk memenuhi hak-hak kreditur dengan melakukan pembayaran pokok pinjaman dan bunganya secara tepat waktu.

#### Kemampuan Perusahaan dalam Membayar Utang Jangka Pendek Berdasarkan Rasio Likuiditas

Dalam memenuhi kewajiban jangka pendek yang akan jatuh tempo, Perusahaan menggunakan rasio likuiditas yang diukur menggunakan rasio lancar (*current ratio*) dan rasio kas (*cash ratio*). Rasio lancar merupakan perbandingan antara aset lancar dengan liabilitas jangka pendek. Sementara rasio kas dihitung berdasarkan perbandingan antara kas dan setara kas dengan liabilitas jangka pendek.

Adapun kemampuan Perusahaan dalam membayar utang jangka pendek yang diukur berdasarkan rasio likuiditas, dan perbandingannya dalam 2 (dua) tahun terakhir adalah sebagai berikut.

### ABILITY TO PAY DEBT

The Company's ability to meet all obligations, both short-term and long-term, is measured through the liquidity ratio and solvency ratio. The liquidity ratio is used to measure the Company's ability to pay off short-term obligations, while the solvency ratio is used to measure the Company's ability to fulfill all of its obligations, including both short-term and long-term obligations. The Company is highly committed to fulfilling creditors' rights by making timely payments of principal and interest.

#### Company's Ability to Pay Short Term Debt Based on Liquidity Ratio

The Company's ability to fulfill short-term obligations that will mature is measured using a liquidity ratio, which is calculated based on the current ratio and cash ratio. The current ratio compares the Company's current assets with its current liabilities, while the cash ratio compares the Company's cash and cash equivalents with its current liabilities.

The Company's liquidity ratio and its comparison over the last 2 (two) years for measuring its ability to pay short-term debt are as follows.

**Tabel Kinerja Likuiditas 2021-2022**  
Table of Liquidity Performance 2021-2022

| Uraian<br>Description                                                   | 2022      | 2021*   | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------|-----------|---------|-----------------------------------------|------------------------------|
|                                                                         |           |         | Nominal                                 | Persentase<br>Percentage (%) |
| Kas dan Setara Kas (Rp-juta)<br>Cash and Cash Equivalents (IDR-million) | 522.918   | 484.704 | 38.214                                  | 7,88                         |
| Aset Lancar (Rp-juta)<br>Current Assets (IDR-million)                   | 1.008.811 | 919.859 | 88.952                                  | 9,67                         |
| Liabilitas Jangka Pendek (Rp-juta)<br>Current Liabilities (IDR-million) | 585.584   | 426.655 | 158.929                                 | 37,25                        |
| <b>Rasio Likuiditas (kali)</b><br>Liquidity Ratio (times)               |           |         |                                         |                              |
| Rasio Lancar<br>Current Ratio                                           | 1,72      | 2,16    |                                         |                              |
| Rasio Kas<br>Cash Ratio                                                 | 0,89      | 1,14    |                                         |                              |

\*) Disajikan kembali  
\*) Restated



Berdasarkan tabel di atas, rasio lancar Perusahaan di tahun 2022, tercatat sebesar 1,72 kali, mengalami penurunan 0,44 poin, jika dibandingkan dengan tahun sebelumnya sebesar 2,16 kali. Sementara rasio kas Perusahaan di tahun 2022, tercatat sebesar 0,89 kali, mengalami penurunan 0,25 poin, dibanding tahun sebelumnya sebesar 1,14 kali. Pada tahun 2022, Perusahaan melakukan percepatan pembayaran pokok kredit sindikasi dengan total nilai sebesar Rp238 miliar yang mempengaruhi rasio tersebut.

Perubahan yang terjadi terhadap rasio likuiditas Perusahaan di tahun 2022 dibanding tahun 2021 tersebut, menunjukkan bahwa kemampuan Perusahaan dalam membayar utang masih relatif baik.

### Kemampuan Perusahaan dalam Membayar Utang Jangka Pendek maupun Jangka Panjang Berdasarkan Rasio Solvabilitas

Perusahaan menggunakan rasio solvabilitas untuk mengukur kemampuan Perusahaan dalam membayar kewajiban jangka pendek maupun jangka panjang, yang akan jatuh tempo. Adapun kemampuan Perusahaan dalam membayar utang jangka pendek maupun utang jangka panjang yang diukur berdasarkan rasio solvabilitas, dan perbandingannya dalam 2 (dua) tahun terakhir, adalah sebagaimana diuraikan berikut ini.

Based on the table above, the company's current ratio in 2022 was recorded at 1.72 times, which represents a decrease of 0.44 points compared to the previous year's ratio of 2.16 times. Additionally, the company's cash ratio in 2022 was recorded at 0.89 times, which is a decrease of 0.25 points when compared to the previous year's ratio of 1.14 times. It is worth noting that the company accelerated the payment of syndicated loan principals worth IDR 238 billion in 2022, which affected this ratio.

Therefore, despite the changes that occurred in the Company's liquidity ratios in 2022 compared to 2021, the Company's ability to pay its debts remains relatively good.

### The Company's Ability to Pay Short Term and Long Term Debt Based on Solvency Ratio

The Company uses the solvency ratio to measure its ability to pay off short-term and long-term obligations that will mature. Below is a description of the company's ability to pay off both short-term and long-term debts as measured by the solvency ratio, and a comparison of this ratio in the last 2 (two) years.

**Tabel Kinerja Solvabilitas 2021-2022**  
Table of Solvency Performance 2021-2022

| Uraian<br>Description                                                | 2022      | 2021*     | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|----------------------------------------------------------------------|-----------|-----------|-----------------------------------------|------------------------------|
|                                                                      |           |           | Nominal                                 | Persentase<br>Percentage (%) |
| Jumlah Aset (Rp-juta)<br>Total Assets (IDR-million)                  | 5.211.248 | 5.271.954 | (60.706)                                | -1,15                        |
| Jumlah Liabilitas (Rp-juta)<br>Total Liabilities (IDR-million)       | 2.124.332 | 2.271.788 | (147.456)                               | -6,49                        |
| Jumlah Ekuitas (Rp-juta)<br>Total Equity (IDR-million)               | 3.086.916 | 3.000.166 | 86.750                                  | 2,89                         |
| EBITDA                                                               | 436.961   | 416.791   | 20.170                                  | 4,84                         |
| Hutang Berbunga (Rp-juta)<br>Interest Debt (IDR-million)             | 1.439.561 | 1.742.560 | (302.999)                               | -17,39                       |
| Beban Bunga (Rp-juta)<br>Interest Expense (IDR-million)              | 158.151   | 180.355   | (22.204)                                | -12,31                       |
| <b>Rasio Solvabilitas (kali)</b><br>Solvability Ratio (times)        |           |           |                                         |                              |
| Total Debt to Equity Ratio (DER)<br>Total Debt to Equity Ratio (DER) | 0,69      | 0,76      |                                         |                              |
| Interest Bearing Debt to Invested Capital Ratio                      | 0,32      | 0,37      |                                         |                              |
| Interest Coverage Ratio                                              | 2,76      | 2,31      |                                         |                              |

\*) Disajikan kembali  
\*) Restated



Pada tabel di atas tercatat bahwa *total debt to equity ratio* (DER) di tahun 2022, tercatat sebesar 0,69 kali, mengalami kenaikan 0,07 poin, jika dibandingkan dengan tahun sebelumnya sebesar 0,76 kali. Sementara *interest bearing debt to invested capital ratio*, mengalami penurunan 0,05 poin, dari 0,37 kali di tahun 2021, menjadi 0,32 kali di tahun 2022. Adapun *interest coverage ratio* di tahun 2022, tercatat mencapai 2,76 kali, mengalami kenaikan 0,45 poin, jika dibandingkan dengan tahun sebelumnya sebesar 2,31 kali.

Perubahan yang terjadi terhadap rasio solvabilitas Perusahaan di tahun 2022 dibanding tahun 2021 tersebut, menunjukkan bahwa Perusahaan mampu melunasi semua kewajibannya, baik dalam jangka pendek maupun jangka panjang dengan jaminan aktiva yang dimiliki Perusahaan.

According to the aforementioned table, the total debt to equity ratio (DER) increased by 0.07 points to 0.69 times in 2022, as compared to the previous year's ratio of 0.76 times. Meanwhile, the interest-bearing debt to invested capital ratio decreased to 0.32 times in 2022, down by 0.05 points from 0.37 times in 2021. Additionally, the interest coverage ratio rose to 2.76 times in 2022, which is an improvement of 0.45 points compared to 2.31 times in the previous year.

These changes in solvency ratios suggest that the Company is capable of fulfilling its obligations, both short-term and long-term, with its owned assets as collateral.

## TINGKAT KOLEKTIBILITAS PIUTANG

Tingkat kolektibilitas piutang merupakan kemampuan Perusahaan dalam mengumpulkan piutangnya, yang dapat diukur berdasarkan penghitungan periode penagihan (*collection period*) atau jangka waktu rata-rata penagihan. di mana periode penagihan (*collection period*) ini dipengaruhi oleh jumlah piutang usaha Perusahaan dan jumlah pendapatan bersih Perusahaan. Pada prinsipnya, Perusahaan senantiasa berupaya untuk terus menekan jumlah piutang usaha dan menjaga tingkat kolektibilitas piutangnya.

Berikut tingkat kolektibilitas piutang Perusahaan yang diukur berdasarkan *collection period* tahun 2022, dibanding tahun 2021, sebagaimana terlampir pada tabel di bawah ini.

## LEVEL OF RECEIVABLES COLLECTIBILITY

The Company's ability to collect its receivables can be measured by the level of receivables collectibility, which can be calculated using the collection period or the average collection period. The collection period is influenced by the Company's trade receivables amount and net income. As a general principle, the Company aims to reduce its trade receivables and maintain a high level of receivables collectibility.

Please refer to the table below for the Company's collectibility level of receivables measured by the collection period in 2022 compared to 2021.

**Tabel Tingkat Kolektibilitas Piutang 2021-2022**  
Level Receivable Collectibility Table 2021-2022

| Uraian<br>Description                                                                                         | 2022 | 2021* | Perubahan<br>Change |
|---------------------------------------------------------------------------------------------------------------|------|-------|---------------------|
| Pendapatan Bersih terhadap Rata-Rata Piutang Usaha (kali)<br>Net Revenue to Average Trade Receivables (times) | 9,25 | 10,32 | (1,07)              |
| Jangka Waktu Rata-Rata Penagihan (hari)<br>Average Billing Period (days)                                      | 43   | 38    | 5                   |

Berdasarkan tabel di atas, tercatat bahwa pendapatan bersih terhadap rata-rata piutang usaha di tahun 2022, tercatat sebesar 9,25 kali, mengalami penurunan 1,07 poin, jika dibandingkan dengan tahun sebelumnya sebesar 10,32 kali. Hal ini menunjukkan bahwa rata-rata piutang usaha meningkat di tahun 2022. Adapun jangka waktu rata-rata penagihan, atau tingkat kolektibilitas piutang di tahun 2022, adalah mencapai 43 hari, berbeda dengan tahun sebelumnya, yakni 38 hari. Hal ini artinya penagihan piutang rata-rata mencapai 43 hari.

Adapun piutang usaha Perusahaan tahun 2022 dibanding tahun 2021, berdasarkan umur piutangnya, dapat dilihat sebagaimana terlampir berikut ini.

According to the table above, the net income to average trade receivables ratio decreased by 1.07 points to 9.25 times in 2022, compared to 10.32 times in the previous year. This suggests that the average trade receivables increased in 2022. Moreover, the average collection period or the level of receivables collectibility in 2022 was 43 days, which is different from the previous year's 38 days. This indicates that the average time taken to collect receivables was 43 days.

The Company's trade receivables in 2022, categorized by the age of the receivables, are shown in the table below when compared to 2021.



**Tabel Umur Piutang Usaha 2021-2022**  
Age of Trade Receivables Table 2021-2022

| Uraian<br>Description                                                                   | 2022<br>(Rp-Juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-----------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                                         |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Lancar<br>Current                                                                       | 69.237                             | 58.726                              | 10.511                                  | 17,90                        |
| 1 Hari - 45 Hari<br>1 – 45 days                                                         | 12.218                             | 30.570                              | (18.352)                                | -60,03                       |
| 46 Hari - 135 Hari<br>46 – 135 Days                                                     | 7.418                              | 21.638                              | (14.220)                                | -65,72                       |
| 135 Hari - 365 Hari<br>135 – 365 Days                                                   | 62.795                             | 90.774                              | (27.979)                                | -30,82                       |
| > 365 Hari/Days                                                                         | 410.750                            | 330.496                             | 80.254                                  | 24,28                        |
| Cadangan Penurunan Nilai Piutang Usaha<br>Allowance for Impairment of Trade Receivables | (341.372)                          | (349.996)                           | 8.624                                   | -2,46                        |
| <b>Total Piutang</b><br>Total Trade Receivables                                         | <b>221.046</b>                     | <b>182.208</b>                      | <b>38.838</b>                           | <b>21,32</b>                 |

Berdasarkan tabel di atas, total piutang Perusahaan adalah sebesar Rp221,05 miliar di tahun 2022, mengalami peningkatan Rp38,84 miliar atau 21,32%, dibandingkan tahun sebelumnya yang sebesar Rp182,21 miliar. Dari total piutang Perusahaan tersebut, jumlah piutang usaha lancar di tahun 2022, tercatat sebesar Rp69,24 miliar, mengalami peningkatan Rp10,51 miliar atau 17,90%, dibandingkan tahun sebelumnya yang sebesar Rp58,72 miliar.

As shown in the table above, the Company's total receivables in 2022 amounted to IDR221.05 billion, representing a 21.32% increase of IDR38.84 billion compared to the previous year's IDR182.21 billion. The Company's total current trade receivables in 2022 were recorded at IDR69.24 billion, which is a 17.90% increase of IDR10.51 billion compared to the previous year's IDR58.72 billion.

Sementara piutang usaha dengan jatuh tempo 1-45 hari, tercatat sebesar Rp12,22 miliar di tahun 2022, mengalami penurunan Rp18,35 miliar atau 60,03%, dibandingkan tahun sebelumnya yang sebesar Rp30,57 miliar. Piutang usaha dengan jatuh tempo 46-135 hari, tercatat sebesar Rp7,42 miliar di tahun 2022, mengalami penurunan Rp14,22 miliar atau 65,72%, dibandingkan tahun sebelumnya yang sebesar Rp21,64 miliar. Piutang usaha dengan jatuh tempo 135-365 hari, tercatat sebesar Rp62,80 miliar di tahun 2022, mengalami penurunan Rp27,98 miliar atau 30,82%, dibandingkan tahun sebelumnya yang sebesar Rp90,77 miliar.

However, trade receivables with maturities of 1-45 days decreased by IDR18.35 billion or 60.03% to IDR12.22 billion in 2022 from IDR30.57 billion in the previous year. Similarly, trade receivables with maturities of 46-135 days decreased by IDR14.22 billion or 65.72% to IDR7.42 billion in 2022 from IDR21.64 billion in the previous year. Trade receivables with maturities of 135-365 days decreased by IDR27.98 billion or 30.82% to IDR62.80 billion in 2022 from IDR90.77 billion in the previous year.

Adapun piutang usaha dengan jatuh tempo lebih dari 365 hari, tercatat sebesar Rp410,75 miliar di tahun 2022, mengalami peningkatan Rp80,25 miliar atau 24,28%, dibandingkan tahun sebelumnya yang sebesar Rp330,50 miliar. Sementara, penyisihan penurunan nilai piutang usaha di tahun 2022 dan 2021, adalah sebesar Rp341,37 miliar dan Rp350 miliar, di mana manajemen berkeyakinan bahwa cadangan yang dibentuk cukup memadai untuk menutupi penurunan nilai dari piutang usaha Perusahaan.

In 2022, trade receivables with a maturity period exceeding 365 days amounted to Rp410.75 billion, reflecting an increase of Rp80.25 billion or 24.28% compared to the previous year's figure of Rp330.50 billion. Meanwhile, the Company's allowance for impairment losses on trade receivables in 2022 and 2021 amounted to Rp341.37 billion and Rp350 billion, respectively. The management is confident that the reserve created is sufficient to cover the impairment losses of the Company's trade receivables.



# STRUKTUR MODAL DAN KEBIJAKAN

## MANAJEMEN ATAS STRUKTUR MODAL

### CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi Pemegang Saham. Perusahaan melalui Direksi memiliki kebijakan untuk senantiasa mempertahankan basis modal yang kuat sebagai upaya menjaga kepercayaan para pemangku kepentingan dalam jangka panjang. Kebijakan manajemen atas struktur modal juga mempertimbangkan kondisi bisnis, tingkat pengembalian modal, maupun dividen yang dibagikan.

The primary objective of the Company's capital management is to maintain healthy capital ratios that support the business and maximize returns for shareholders. The board of directors has established a policy to maintain a strong capital base, which fosters stakeholder trust in the long term. Additionally, management policies on capital structure take into account business conditions, return on capital, and dividends distribution.

### RINCIAN STRUKTUR MODAL

Dalam menjalankan usahanya, Perusahaan telah menetapkan kebijakan struktur modal yang merupakan perimbangan antara liabilitas dan ekuitas, di mana kombinasi struktur modal yang optimal dapat memaksimalkan nilai Perusahaan. Adapun rincian struktur modal Perusahaan pada tahun 2021 dan 2022 disajikan sebagai berikut.

### CAPITAL STRUCTURE DETAILS

The Company has established a capital structure policy that balances liabilities and equity to maximize its value. Details of the Company's capital structure for 2021 and 2022 are presented below.

**Tabel Rincian Struktur Modal Perusahaan dan Perubahannya 2021-2022**  
Table of Details of The Company's Capital Structure and Its Changes 2021-2022

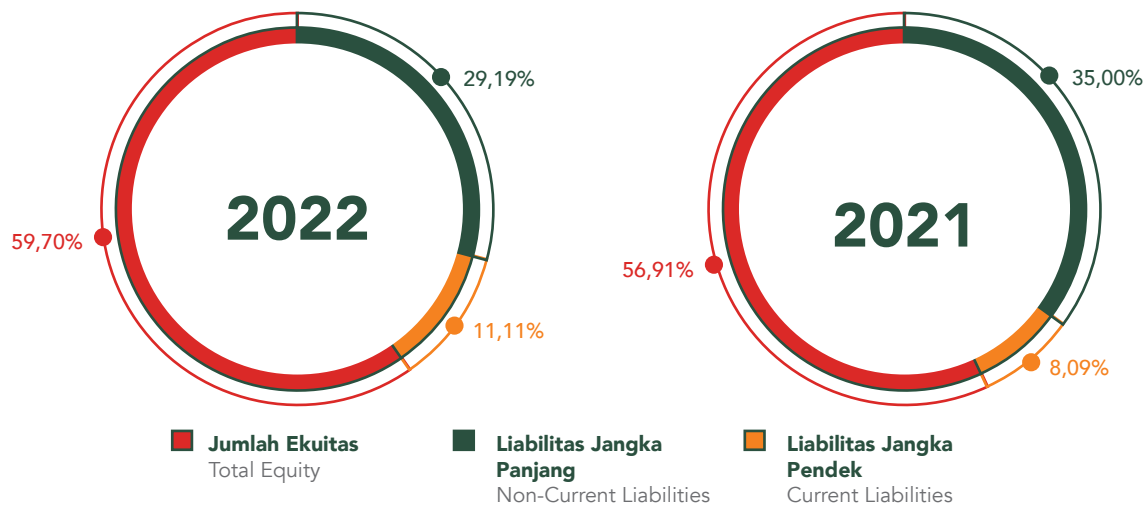
| Struktur Modal<br>Capital Structure                  | 2022                                           |                                 | 2021*                                          |                                 | Kenaikan (Penurunan)<br>Increase (Decrease) |                                 |
|------------------------------------------------------|------------------------------------------------|---------------------------------|------------------------------------------------|---------------------------------|---------------------------------------------|---------------------------------|
|                                                      | Jumlah<br>(Rp-juta)<br>Amount<br>(IDR-million) | Komposisi<br>Composition<br>(%) | Jumlah<br>(Rp-juta)<br>Amount<br>(IDR-million) | Komposisi<br>Composition<br>(%) | Nominal<br>(Rp-juta)<br>(IDR-million)       | Persentase<br>Percentage<br>(%) |
| Liabilitas Jangka Pendek<br>Current liabilities      | 585.585                                        | 11,11                           | 426.655                                        | 8,09                            | 158.930                                     | 37,25                           |
| Liabilitas Jangka Panjang<br>Non-current liabilities | 1.538.748                                      | 29,19                           | 1.845.132                                      | 35,00                           | (306.385)                                   | -16,61                          |
| Jumlah Liabilitas<br>Total Liabilities               | 2.124.332                                      | 40,30                           | 2.271.787                                      | 43,09                           | (147.455)                                   | -6,49                           |
| Jumlah Ekuitas<br>Total Equity                       | 3.086.916                                      | 59,70                           | 3.000.166                                      | 56,91                           | 86.750                                      | 2,89                            |
| <b>Jumlah Aset<br/>Total Assets</b>                  | <b>5.211.249</b>                               | <b>100,00</b>                   | <b>5.271.954</b>                               | <b>100,00</b>                   | <b>(60.705)</b>                             | <b>-1,15</b>                    |

\*) Disajikan kembali  
\*) Restated





### Komposisi Struktur Modal Perusahaan 2021-2022 The Company's Capital Structure Composition 2021-2022



Berdasarkan data di atas, di tahun 2022, terdapat perubahan pada struktur modal Perusahaan, di mana komposisi liabilitas jangka pendek terhadap total liabilitas dan ekuitas adalah sebesar 11,11% mengalami kenaikan dibanding tahun 2021 yang sebesar 8,09%. Sementara komposisi liabilitas jangka panjang terhadap total liabilitas dan ekuitas di tahun 2022 adalah sebesar 29,19% mengalami penurunan dibanding tahun 2021 yang sebesar 35,00%. Adapun komposisi ekuitas terhadap total liabilitas dan ekuitas di tahun 2022 adalah sebesar 59,70% mengalami kenaikan dibanding tahun 2021 yang sebesar 56,91%.

Based on the data above, the Company's capital structure underwent a change in 2022. The composition of current liabilities to total liabilities and equity increased from 8.09% in 2021 to 11.11% in 2022. In contrast, the composition of non-current liabilities to total liabilities and equity decreased from 35.00% in 2021 to 29.19% in 2022. Additionally, the composition of equity to total liabilities and equity increased from 56.91% in 2021 to 59.70% in 2022. Overall, these composition changes suggest that the Company has a relatively strong capital structure, with its equity value surpassing the value of its current and non-current liabilities.

Berdasarkan komposisi-komposisi yang telah diuraikan di atas, terlihat bahwa Perusahaan memiliki struktur modal yang cukup baik, di mana ekuitas Perusahaan memiliki nilai yang lebih besar dibanding liabilitas jangka pendek dan liabilitas jangka panjang Perusahaan.

Based on the compositions described above, it appears that the Company has a fairly good capital structure, where the Company's equity has a greater value than the Company's Current liabilities and Non-current liabilities.

### DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Kebijakan manajemen terhadap struktur modal diterapkan guna melindungi kemampuan Perusahaan dalam mempertahankan kelangsungan usaha, sehingga dapat memberikan imbal hasil dan manfaat bagi pemegang saham dan pemangku kepentingan lainnya. Selain itu, Perusahaan juga senantiasa mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

### KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Perusahaan dan kelompok usahanya, dapat menyesuaikan jumlah dividen yang dibayar kepada pemegang saham, menerbitkan saham baru atau menjual aset untuk mengurangi liabilitas, hal ini bertujuan untuk mempertahankan atau menyesuaikan struktur permodalannya.

### BASIS FOR SELECTION OF MANAGEMENT POLICY ON CAPITAL STRUCTURE

The Company implements management policies to safeguard its business continuity and deliver returns and benefits to its shareholders and other stakeholders. These policies are designed to maintain an optimal capital structure that minimizes capital costs.

### MANAGEMENT POLICY ON CAPITAL STRUCTURE

Companies and their business groups can adjust the amount of dividends paid to shareholders, issue new shares, or sell assets to reduce liabilities. This is done to maintain or adjust their capital structure.



Perusahaan disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman. Persyaratan tersebut telah dipenuhi oleh Perusahaan pada tanggal 31 Desember 2022 dan 2021, serta berpedoman pada Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas yang efektif sejak tanggal 16 Agustus 2007, untuk mengalokasikan setidaknya 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).

Selain itu, Perusahaan mengelola dan menyesuaikan struktur permodalannya berdasarkan perubahan kondisi ekonomi. 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 2022 dan 2021.

Perusahaan dan kelompok usahanya, senantiasa memonitor modal berdasarkan rasio utang terhadap modal. Rasio ini dihitung dengan membagi jumlah utang dengan total modal. Sementara utang merupakan jumlah liabilitas pada laporan posisi keuangan konsolidasian. Modal terdiri dari seluruh komponen ekuitas sebagaimana jumlah dalam posisi keuangan konsolidasian.

Struktur modal merupakan pertimbangan 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) yang mengakibatkan peningkatan nilai saham Perusahaan, 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, Perusahaan menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perusahaan.

Perusahaan mengawasi modal dengan membagi total pinjaman berdampak bunga dengan total ekuitas yang dapat diatribusikan kepada pemilik entitas induk melalui rasio pengungkit (*gearing ratio*). Kebijakan Perusahaan 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.

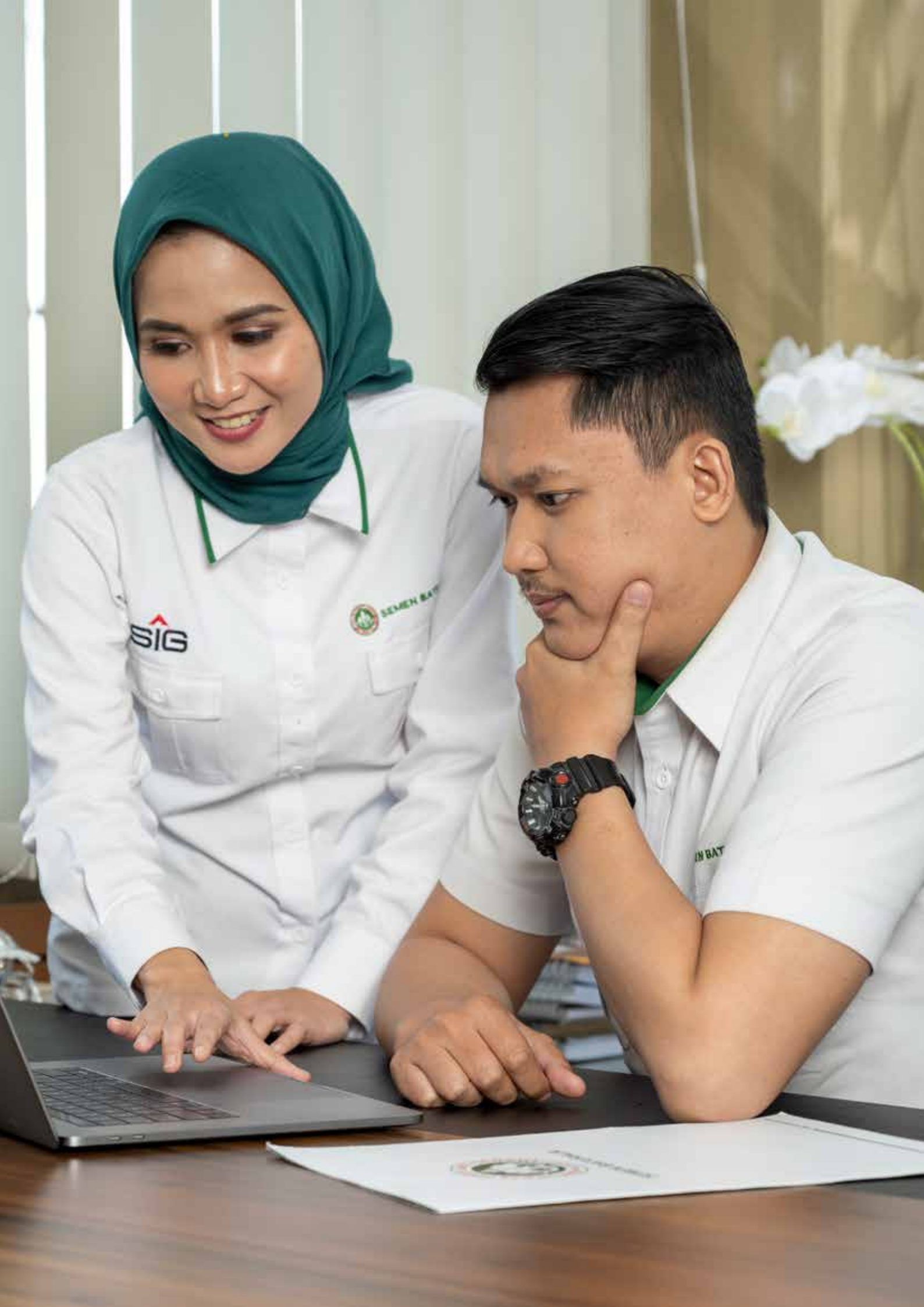
The company is obligated to maintain a specific level of capital as required by the loan agreement. These requirements have been fulfilled by the company on December 31, 2022, and 2021, following the provisions of Law No. 40 of 2007 regarding Limited Liability Companies, which has been effective since August 16, 2007. The law stipulates that at least 20% of issued and fully paid-up share capital should be allocated to a reserve fund that cannot be distributed. The Company has taken into account the external capital requirements and has made decisions at the General Meeting of Shareholders (GMS).

Furthermore, the Company manages and adjusts its capital structure in response to changes in economic conditions. This can be achieved by adjusting dividend payments to shareholders, issuing new shares, or seeking funding through loans. It's worth noting that there were no changes to the policy objectives or processes during the period ended on December 31, 2022 and 2021.

The Company and its business groups continuously monitor their capital structure based on the debt-to-capital ratio. This ratio is calculated by dividing the amount of debt by the total capital. Payables, on the other hand, represent the total liabilities in the consolidated statement of financial position. Capital includes all components of equity as presented in the consolidated financial position.

The capital structure represents a balance between the use of equity and loans/debt, which includes short-term and long-term debt. The objective is to achieve a capital structure with the minimum cost of using *Weighted Average Cost of Capital* (WACC), resulting in an increase in the value of the Company's shares. It's important to note that an increase in the value of the Company's shares does not necessarily translate to an increase in earnings per share (EPS). A high leverage can lead to an increase in EPS, but it also increases the risk. Therefore, the Company aims to determine an optimal capital structure policy that maximizes the value of the Company while considering the trade-off between the cost of capital and risk.

The Company tracks its capital structure using the gearing ratio, which is calculated by dividing total interest-bearing loans by total equity attributable to owners of the parent entity. The Company's policy is to maintain gearing ratios within the range of leading companies in Indonesia to ensure access to funding at a reasonable cost. Total interest-bearing loans include short-term bank loans, long-term bank loans, loans to the Government of the Republic of Indonesia, and finance lease liabilities.



# IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

## MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENT

Berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, Pasal 3 ayat (1) menyebutkan bahwa suatu transaksi dikategorikan sebagai transaksi material apabila nilai transaksi sama dengan 20% atau lebih dari ekuitas Perusahaan Terbuka.

Sepanjang tahun 2022, tidak terdapat nilai transaksi investasi barang modal yang sama atau melebihi 20% dari nilai ekuitas Perusahaan. Dengan demikian, Perusahaan 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 Perusahaan untuk melindungi risiko dari posisi mata uang asing.

As per Financial Services Authority Regulation (POJK) No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, a transaction is classified as a material transaction if the value of the transaction is equal to or greater than 20% of the equity of the Public Company. This is stated in Article 3 paragraph (1) of the regulation.

During the year 2022, there were no investment transactions in capital goods that amounted to 20% or more of the Company's equity value. Therefore, the Company is not required to provide information about the party involved in the agreement, the purpose of the agreement, the expected source of funds to fulfill the agreement, the currency denomination, or the measures taken by the Company to mitigate risks from foreign currency positions.

# REALISASI INVESTASI BARANG MODAL

## REALIZATION OF CAPITAL GOODS INVESTMENT

### JENIS DAN NILAI INVESTASI BARANG MODAL

Dalam mengembangkan kegiatan usahanya, investasi merupakan salah satu hal yang penting untuk dilakukan. Perusahaan melakukan investasi barang modal (*Capital Expenditure*) yang merupakan aktivitas pengeluaran dana yang digunakan Perusahaan untuk membeli sejumlah aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat bagi Perusahaan di masa depan.

Di tahun 2022, Perusahaan merealisasikan investasi barang modal sebesar Rp91,20 miliar, mengalami peningkatan sebesar Rp26,99 miliar atau 42,03%, jika dibandingkan dengan tahun sebelumnya sebesar Rp64,21 miliar. Hal tersebut disebabkan oleh pembelian aset kendaraan dinas dan kenaikan aset dalam pembangunan di mana terdapat reklasifikasi aset dalam pembangunan tanah dari pembebasan lahan dan realisasi investasi rutin.

### TYPES AND VALUE OF CAPITAL GOODS INVESTMENT

Investment is an important aspect of the Company's business activities. As part of its investment strategy, the Company invests in capital goods through capital expenditure. Capital expenditure is the activity of disbursing funds to purchase fixed assets or increase the value of existing fixed assets that are expected to generate value for the Company in the future.

In 2022, the company made a capital investment of Rp91.20 billion in fixed assets, marking a Rp26.99 billion or 42.03% increase compared to the previous year's investment of Rp64.21 billion. This growth was driven by the acquisition of company vehicles and an increase in assets related to development, including a reclassification of land development assets from land acquisition, and routine investment realization.





**Tabel Realisasi Investasi Barang Modal 2021-2022**  
Table of Investment Realization of Capital Goods 2021-2022

| Uraian<br>Description                                                   | 2022<br>(Rp-Juta)<br>(IDR-million) | 2021*<br>(Rp-juta)<br>(IDR-million) | Kenaikan/Penurunan<br>Increase/Decrease |                              |
|-------------------------------------------------------------------------|------------------------------------|-------------------------------------|-----------------------------------------|------------------------------|
|                                                                         |                                    |                                     | Nominal<br>(Rp-juta)<br>(IDR-million)   | Persentase<br>Percentage (%) |
| Tanah, Bangunan dan Infrastruktur<br>Land, Building, and Infrastructure | 8.797                              | 18.248                              | (9.451)                                 | -51,79                       |
| Mesin<br>Machine                                                        | 14.762                             | 18.473                              | (3.711)                                 | -20,09                       |
| Kendaraan<br>Vehicle                                                    | 1.143                              | -                                   | 1.143                                   | 100,00                       |
| Peralatan Berat/Bantu<br>Heavy/Auxiliary Equipment                      | 2.285                              | 7.557                               | (5.272)                                 | -69,76                       |
| Peralatan Kantor/Rumah Dinas<br>Office/Official Residence Equipment     | 1.784                              | 5.971                               | (4.187)                                 | -70,12                       |
| Aset dalam Pembangunan<br>Assets under Construction                     | 62.426                             | 13.965                              | 48.461                                  | 347,02                       |
| <b>Total Investasi<br/>Total Investment</b>                             | <b>91.197</b>                      | <b>64.214</b>                       | <b>26.983</b>                           | <b>42,02</b>                 |

\*) Disajikan kembali  
\*) Restated

## TUJUAN INVESTASI BARANG MODAL

Perusahaan melakukan investasi barang modal bertujuan untuk meningkatkan kapasitas produksi dan kualitas pelayanan jasa sehingga dapat meningkatkan produktivitas Perusahaan. Investasi rutin dilakukan bertujuan untuk memenuhi *requirement*, meningkatkan keamanan dan keselamatan kerja, serta mendukung tujuan administratif.

## OBJECTIVES OF CAPITAL GOODS INVESTMENT

The Company invests in capital goods with the aim of increasing production capacity and service quality, which in turn leads to higher productivity. Routine investments are made to meet requirements, improve work security and safety, and support administrative objectives.





# INFORMASI DAN FAKTA MATERIAL YANG TERJADI **SETELAH TANGGAL** **LAPORAN AKUNTAN**

## INFORMATION AND MATERIAL FACTS THAT HAPPENED AFTER THE DATE OF THE ACCOUNTANT'S REPORT

Berikut disampaikan informasi dan fakta material yang terjadi antara akhir periode pelaporan 31 Desember 2022 sampai dengan tanggal laporan akuntan pada 07 Maret 2023.

1. Pada tanggal 24 Januari 2023 Perusahaan mengadakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) di Hotel Sari Pacific, Jakarta dengan pembahasan mata acara pertama berupa perubahan Anggaran Dasar Perusahaan yang didasari atas bergabungnya Perusahaan dengan PT Semen Indonesia (Persero) Tbk (SIG) dalam *holding sub* klaster semen. Mata acara kedua berupa perubahan susunan pengurus Perusahaan, memberhentikan dengan hormat anggota Dewan Komisaris yaitu Komisaris Independen, Darusman Mawardi dan Komisaris, Oke Nurwan dan mengangkat Hadi Daryanto sebagai Komisaris Perusahaan. RUPSLB juga memberhentikan dengan hormat anggota Direksi Perusahaan yaitu Direktur Pemasaran, Mukhamad Saifudin dan Direktur Umum & SDM, Gatot Mardiana. Selanjutnya terdapat perubahan nomenklatur Direktur Keuangan dan Manajemen Risiko menjadi Direktur (Fungsi Keuangan dan SDM), Direktur Produksi dan Pengembangan menjadi Direktur (Fungsi Operasi).
2. Berdasarkan Keputusan Dewan Komisaris No. SK-04/DK-SB/II/2023 pada tanggal 28 Februari 2023 PT Semen Baturaja Tbk, memutuskan pemberhentian dengan hormat Mansyursyah Nasution dan mengangkat A Bakar terhitung mulai tanggal 01 Maret 2023 sebagai Komite Audit Perusahaan.
3. Pada bulan Februari 2023, Perusahaan melakukan percepatan pembayaran pokok Kredit Sindikasi sebesar Rp442 miliar atas pokok angsuran periode Agustus 2028 sampai dengan Mei 2030, sehingga total *outstanding* pinjaman bank Kredit Sindikasi per 28 Februari 2023 adalah sebesar Rp901 miliar yang sebelumnya per 31 Desember 2022 sebesar Rp1.367 miliar.

The following presents material information and facts that occurred between the end of the reporting period on December 31, 2022, and the date of the accountant's report on March 07, 2023:

1. On January 24, 2023, the Company held an Extraordinary General Meeting of Shareholders (EGMS) at the Sari Pacific Hotel in Jakarta. The first item on the agenda was changes to the Company's Articles of Association based on the Company's merger with PT Semen Indonesia (Persero) Tbk (SIG) in holding the cement sub-cluster. The second item on the agenda was a change in the composition of the Company's management. Independent Commissioner Darusman Mawardi and Commissioner Oke Nurwan were honorably dismissed, and Hadi Daryanto was appointed as the Company's Commissioner. The EGMS also honorably dismissed members of the Company Board of Directors, namely the Director of Marketing, Mukhamad Saifudin, and the Director of General Affairs & HR, Gatot Mardiana. Furthermore, the nomenclature of the Director of Finance and Risk Management was changed to become a Director (Finance and HR Function), and the Director of Production and Development to a Director (Operations Function).
2. On February 28, 2023, based on the Decree of the Board of Commissioners No. SK-04/DK-SB/II/2023, PT Semen Baturaja Tbk respectfully discharged Mansyursyah Nasution and appointed A Bakar starting from March 01, 2023, as the Company Audit Committee.
3. In February 2023, the Company accelerated the payment of the principal of the Syndicated Credit in the amount of IDR442 billion for the principal installments for the period August 2028 to May 2030. As a result, the total outstanding bank loans of Syndicated Credit as of February 28, 2023, amounted to IDR901 billion, which was previously as of December 31, 2022, of IDR1,367 billion.



## INFORMASI PENINGKATAN ATAU PENURUNAN YANG MATERIAL DARI PENJUALAN ATAU PENDAPATAN BERSIH INFORMATION AND MATERIAL FACTS THAT HAPPENED AFTER THE DATE OF THE ACCOUNTANT'S REPORT

Pada Laporan Keuangan Konsolidasian Perusahaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021, tidak terdapat informasi perihal peningkatan atau penurunan yang material dari penjualan atau pendapatan bersih Perusahaan. Dengan demikian, pada Laporan Tahunan ini, tidak terdapat informasi terkait peningkatan atau penurunan yang material dari penjualan atau pendapatan bersih Perusahaan, serta sejauh mana perubahan tersebut dapat dikaitkan antara lain dengan, jumlah barang atau jasa yang dijual, dan atau adanya produk atau jasa baru.

The Company's Consolidated Financial Statements for the years ended December 31, 2022 and 2021 do not show any material increase or decrease in the net sales or revenues. Therefore, this Annual Report does not provide any information regarding such changes or their attribution to factors such as the volume of goods or services sold, or the introduction of new products or service.

## DAMPAK PERUBAHAN HARGA TERHADAP PENJUALAN ATAU PENDAPATAN BERSIH PERUSAHAAN SERTA LABA OPERASI PERUSAHAAN IMPACT OF PRICE CHANGES ON SALES OR COMPANY NET REVENUE AND COMPANY OPERATING PROFIT

Dinamika yang terjadi di 2022 seperti kebijakan kenaikan tarif PPN, kenaikan tarif bahan bakar minyak dan kondisi lainnya mendukung perubahan harga jual rata-rata menjadi Rp919,96 ribu atau naik hingga 3,70%. Dengan perubahan harga jual ini, volume penjualan masih dapat tumbuh sebesar 3,53% dari periode tahun sebelumnya menjadi 2,01 juta ton. Peningkatan volume penjualan dan harga jual di tahun 2022 ini berdampak kepada pertumbuhan pendapatan atas penjualan semen sebesar 7,36% menjadi Rp1,84 triliun.

In 2022, various factors such as the policy of raising VAT rates and fuel prices, among others, led to an increase in the average selling price to Rp919.96 thousand, a 3.70% rise. Despite this increase, the sales volume still grew by 3.53% compared to the previous year, reaching 2.01 million tons. The growth in sales volume and selling price in 2022 resulted in a 7.36% increase in revenue, which amounted to Rp1.84 trillion.

Sementara itu, pada tahun 2021, perubahan harga yang terjadi juga berdampak pada pencapaian volume penjualan semen yang di tahun 2021 terealisasi sebesar 1,94 juta ton atau tumbuh 1% terhadap tahun 2020 sebesar 1,93 juta ton. Adapun harga jual semen pada tahun 2021 terealisasi sebesar Rp876,79 ribu atau relatif sama dengan harga di tahun 2020. Perubahan harga di tahun 2021 juga berdampak pada pendapatan hasil penjualan semen yang di tahun 2021 terealisasi sebesar Rp1,75 triliun atau tumbuh 1,7% terhadap pendapatan di tahun 2020 sebesar Rp1,72 triliun.

On the other hand, in 2021, price changes also impacted the cement sales volume, which reached 1.94 million tons, a 1% increase compared to 2020's sales volume of 1.93 million tons. The selling price of cement remained relatively stable, realized at Rp876.79 thousand in 2021, similar to the price in 2020. The price changes in 2021 also affected revenue from cement sales, which amounted to Rp1.75 trillion, representing a 1.7% growth compared to the revenue of Rp1.72 trillion in 2020.



# PERBANDINGAN ANTARA TARGET DAN REALISASI SERTA PROYEKSI UNTUK 1 (SATU) TAHUN KE DEPAN

## COMPARISON BETWEEN TARGETS AND REALIZATION AND PROJECTIONS FOR THE NEXT 1 (ONE) YEAR

### PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2022

Perusahaan telah menetapkan sejumlah target yang hendak dicapai dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 yang telah disesuaikan dengan kondisi industri dan ekonomi. Adapun perbandingan pencapaian beberapa target yang ditetapkan berdasarkan RKAP Tahun 2022 dengan realisasi tahun buku 2022, adalah sebagai berikut.

### COMPARISON BETWEEN TARGET AND REALIZATION IN 2022

The Company has set a number of targets to be achieved in the 2022 Corporate Work Plan and Budget (RKAP) which have been adjusted to industry and economic conditions. The comparison of the achievement of several targets set based on the 2022 RKAP with the realization of the 2022 financial year is as follows.

**Tabel Perbandingan antara Target dan Realisasi Tahun 2022**  
Table of Comparison between Targets and Realization for 2022

| Uraian<br>Description                                                               | Satuan<br>Unit         | Realisasi 2022<br>Realization 2022 | Target 2022 | Pencapaian Realisasi terhadap Target 2022<br>Achievement of Realization of the 2022 Target (%) |
|-------------------------------------------------------------------------------------|------------------------|------------------------------------|-------------|------------------------------------------------------------------------------------------------|
| <b>Aspek Produksi dan Pemasaran</b><br>Production and Marketing Aspects             |                        |                                    |             |                                                                                                |
| Produksi Semen<br>Cement Production                                                 | Ton<br>Tons            | 1.995.565                          | 2.084.000   | 95,76                                                                                          |
| Volume Penjualan Semen<br>Cement Sales Volume                                       | Ton<br>Tons            | 2.008.860                          | 2.080.000   | 96,58                                                                                          |
| <b>Aspek Keuangan dan Struktur Modal</b><br>Financial Aspects and Capital Structure |                        |                                    |             |                                                                                                |
| Pendapatan<br>Revenue                                                               | Rp-juta<br>IDR-million | 1.881.767                          | 1.981.889   | 94,95                                                                                          |
| Laba (Rugi) Tahun Berjalan<br>Profit for the year                                   | Rp-juta<br>IDR-million | 94.828                             | 100.211     | 94,63                                                                                          |
| <b>Struktur Modal</b><br>Capital Structure                                          |                        |                                    |             |                                                                                                |
| Jumlah Aset<br>Total assets                                                         | Rp-juta<br>IDR-million | 5.211.249                          | 5.911.106   | 88,16                                                                                          |
| Jumlah Liabilitas<br>Total Liabilities                                              | Rp-juta<br>IDR-million | 2.124.332                          | 2.342.139   | 90,70                                                                                          |
| Jumlah Ekuitas<br>Total Equity                                                      | Rp-juta<br>IDR-million | 3.086.916                          | 3.568.967   | 86,49                                                                                          |
| <b>Kebijakan Dividen</b><br>Dividend Policy                                         |                        |                                    |             |                                                                                                |
| Nilai Dividen yang Dibagikan<br>Distributed Dividend Value                          | Rp-juta<br>IDR-million | -                                  | -           | -                                                                                              |
| <b>Pengembangan Kompetensi Karyawan</b><br>Employee Competency Development          |                        |                                    |             |                                                                                                |
| Biaya Peningkatan Kompetensi Karyawan<br>Employee Competency Development Costs      | Rp-juta<br>IDR-million | 1.148                              | 1.200       | 95,67                                                                                          |



### Aspek Produksi dan Pemasaran

Berdasarkan kinerja produksi dan pemasaran, tercatat realisasi total produksi semen di tahun 2022, adalah sebanyak 1.995.565 ton atau mencapai 95,76% terhadap target sebesar 2.084.000 ton. Realisasi total produksi yang tercatat lebih rendah tersebut, lebih dikarenakan menyesuaikan dengan volume penjualan. Sementara total volume penjualan semen di tahun 2022, tercatat sebanyak 2.008.860 ton atau mencapai 96,58% terhadap target sebesar 2.080.000 ton. Hal ini disebabkan oleh penurunan *demand* Sumbagsel sebesar 6,8% yang merupakan pasar utama Perusahaan.

### Aspek Keuangan dan Struktur Modal

Secara umum, kinerja keuangan Perusahaan di tahun 2022, cukup positif, hal tersebut terlihat dari total pendapatan yang terealisasi sebesar Rp1.881,77 miliar, atau mencapai 94,95% terhadap target sebesar Rp1.981,89 miliar. Realisasi pendapatan yang tercatat lebih rendah terhadap target tersebut terutama disebabkan oleh tidak tercapainya volume penjualan. Sementara itu, Perusahaan juga berhasil membukukan laba bersih tahun berjalan sebesar Rp94,83 miliar atau mencapai 94,63% terhadap target sebesar Rp100,21 miliar. Hal tersebut terutama disebabkan oleh adanya efisiensi biaya produksi dan biaya operasional Perusahaan serta penurunan bunga kredit investasi dikarenakan Perusahaan melakukan pelunasan dipercepat sebesar Rp238 miliar.

Adapun dari sisi struktur modal, jumlah aset Perusahaan di tahun 2022, tercatat sebesar Rp5.211,25 miliar atau mencapai 88,16% terhadap target sebesar Rp5.911,11 miliar. Hal ini disebabkan peningkatan cadangan kerugian penurunan nilai. Sementara jumlah liabilitas Perusahaan, tercatat sebesar Rp2.124,33 miliar di tahun 2022, atau mencapai 90,70% terhadap target sebesar Rp2.342,14 miliar. Hal tersebut dikarenakan Perusahaan melakukan pelunasan dipercepat sebesar Rp238 miliar. Sementara jumlah ekuitas di tahun 2022, tercatat sebesar Rp3.086,92 miliar atau mencapai 86,49% terhadap target sebesar Rp3.568,97 miliar. Hal tersebut terutama disebabkan oleh peningkatan cadangan kerugian penurunan nilai piutang.

### Kebijakan Dividen

Perusahaan tidak menargetkan Pembagian dividen di tahun 2022, dan berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2022, yang diselenggarakan pada 25 Maret 2022, Pemegang Saham menyetujui dan menetapkan penggunaan laba bersih atribusi pemilik entitas induk Perusahaan tahun buku 2021, sebesar Rp51,82 miliar, seluruhnya menjadi cadangan lainnya.

### Pengembangan Kompetensi SDM

Total biaya pengembangan kompetensi Sumber Daya Manusia (SDM) di tahun 2022, terealisasi sebesar Rp1,15 miliar, atau mencapai 95,67% terhadap target sebesar Rp1,20 miliar. Hal ini disebabkan oleh pelaksanaan inisiatif strategis yaitu peningkatan kompetensi SDM yang berfokus pada peningkatan pencapaian rata-rata jam pelatihan per karyawan/tahun.

### Production and Marketing Aspects

Based on the production and marketing performance, the total cement production realization in 2022 was recorded at 1,995,565 tons, achieving 95.76% of the target of 2,084,000 tons. The lower total production realization was mainly due to adjustments made to match the sales volume. Meanwhile, the total cement sales volume in 2022 was recorded at 2,008,860 tons, or 96.58% of the target of 2,080,000 tons. This was due to a 6.8% decrease in demand in the Sumbagsel region, which is the company's main market.

### Financial Aspects and Capital Structure

The Company's financial performance in 2022 was quite positive. Total revenue reached IDR1,881.77 billion, which was 94.95% of the target of IDR1,981.89 billion. The lower realized revenue was mainly due to not achieving sales volume. The Company also recorded a net profit for the year of IDR94.83 billion, which was 94.63% of the target of IDR100.21 billion. This was mainly due to the efficiency of the Company's production and operational costs, as well as the decrease in investment credit interest resulting from early repayment of IDR238 billion.

The Company's total assets in 2022 were IDR5,211.25 billion, which was 88.16% of the target of IDR5,911.11 billion. This was due to an increase in the allowance for impairment losses. Total liabilities in 2022 were IDR2,124.33 billion, which was 90.70% of the target of IDR 2,342.14 billion, mainly due to the Company's early repayment of IDR238 billion. Total equity in 2022 was IDR3,086.92 billion, which was 86.49% of the target of IDR3,568.97 billion, mainly due to the increase in allowance for impairment losses on receivables.

### Dividend Policy

The Company does not targeting to distribute dividends in 2022. At the 2022 Annual General Meeting of Shareholders held on March 25, 2022, the shareholders approved and determined that the net profit attributable to the Company's parent entity for the 2021 financial year, which amounted to IDR51.82 billion, would be entirely allocated to other reserves.

### HR Competency Development

In 2022, the Company's total cost of developing HR competencies was IDR1.15 billion, which reached 95.67% of the target of IDR1.20 billion. This was due to strategic initiatives aimed at increasing HR competencies, including increasing the average number of hours of training per employee per year.



## PERBANDINGAN ANTARA PROYEKSI TAHUN 2023 DAN REALISASI TAHUN 2022

Untuk 1 (tahun) ke depan, Perusahaan telah menetapkan sejumlah proyeksi yang hendak dicapai, dan telah disesuaikan dengan perkembangan Perusahaan, serta kondisi industri dan ekonomi. Adapun proyeksi yang telah ditetapkan Perusahaan untuk 1 (satu) tahun ke depan, adalah sebagai berikut.

## COMPARISON BETWEEN PROJECTIONS FOR 2023 AND REALIZATION FOR 2022

The Company has set a number of projections to be achieved for the next year, taking into account the development of the Company, as well as industrial and economic conditions. The following are the projections that have been set by the Company for the next 12 months.

**Tabel Perbandingan antara Proyeksi Tahun 2023 dan Realisasi Tahun 2022**  
Table of Comparison between Projections for 2023 and Realization for 2022

| Uraian<br>Description                                                               | Satuan<br>Unit         | Proyeksi<br>Projection<br>2023 | Realisasi<br>Realization 2022 | Proyeksi 2023<br>terhadap<br>Realisasi 2022<br>2023 Projection<br>of 2022<br>Realization (%) |
|-------------------------------------------------------------------------------------|------------------------|--------------------------------|-------------------------------|----------------------------------------------------------------------------------------------|
| <b>Aspek Produksi dan Pemasaran</b><br>Production and Marketing Aspects             |                        |                                |                               |                                                                                              |
| Produksi Semen<br>Cement Production                                                 | Ton<br>Tons            | 2.400.000                      | <b>1.995.565</b>              | <b>120,26</b>                                                                                |
| Volume Penjualan Semen<br>Cement Sales Volume                                       | Ton<br>Tons            | 2.400.000                      | <b>2.008.860</b>              | <b>119,47</b>                                                                                |
| <b>Aspek Keuangan dan Struktur Modal</b><br>Financial Aspects and Capital Structure |                        |                                |                               |                                                                                              |
| Pendapatan<br>Income                                                                | Rp-juta<br>IDR-million | 2.366.087                      | <b>1.881.767</b>              | <b>125,73</b>                                                                                |
| Struktur Modal<br>Capital Structure                                                 |                        |                                |                               |                                                                                              |
| Jumlah Aset<br>Total assets                                                         | Rp-juta<br>IDR-million | 5.724.031                      | <b>5.211.249</b>              | <b>109,83</b>                                                                                |
| Jumlah Liabilitas<br>Total Liabilities                                              | Rp-juta<br>IDR-million | 1.908.736                      | <b>2.124.332</b>              | <b>89,85</b>                                                                                 |
| Jumlah Ekuitas<br>Total Equity                                                      | Rp-juta<br>IDR-million | 3.815.295                      | <b>3.086.916</b>              | <b>123,59</b>                                                                                |
| <b>Kebijakan Dividen</b><br>Dividend Policy                                         |                        |                                |                               |                                                                                              |
| Nilai Dividen yang Dibagikan<br>Distributed Dividend Value                          | Rp-juta<br>IDR-million | 18.263                         | -                             | <b>100,00</b>                                                                                |
| <b>Pengembangan Kompetensi SDM</b><br>HR Competency Development                     |                        |                                |                               |                                                                                              |
| Biaya Pengembangan Kompetensi SDM<br>HR Competency Development Costs                | Rp-juta<br>IDR-million | 4.315                          | <b>1.148</b>                  | <b>375,86</b>                                                                                |

### Aspek Produksi dan Pemasaran

Untuk tahun 2023, Perusahaan memproyeksikan total produksi semen sebanyak 2.400.000 ton atau mencapai 120,26% terhadap realisasi tahun 2022, sebesar 1.995.565 ton, untuk meningkatkan utilisasi pabrik dan mendukung rencana penjualan. Sementara total volume penjualan semen di tahun 2023, diproyeksikan sebanyak 2.400.000 ton atau mencapai 119,47% terhadap realisasi tahun 2022, sebesar 2.008.860 ton.

### Production and Marketing Aspects

For 2023, the Company projects a total cement production of 2,400,000 tons or 120.26% of the 2022 realization of 1,995,565 tons, in order to increase plant utilization and support sales plans. Meanwhile, the total sales volume of cement in 2023 is projected to be 2,400,000 tons or 119.47% of the 2022 realization of 2,008,860 tons.





### Aspek Keuangan dan Struktur Modal

Total pendapatan Perusahaan untuk tahun 2023, diproyeksikan sebesar Rp2.366 miliar, atau mencapai 125,73% terhadap realisasi tahun 2022, sebesar Rp1.882 miliar. Hal tersebut terutama disebabkan oleh meningkatnya volume dan harga jual semen.

Adapun dari sisi struktur modal, jumlah aset Perusahaan di tahun 2023, diproyeksikan sebesar Rp5.724 miliar atau mencapai 109,83% terhadap realisasi tahun 2022, sebesar Rp5.211 miliar. Sementara jumlah liabilitas Perusahaan, diproyeksikan sebesar Rp1.908 miliar di tahun 2023, atau mencapai 89,85% terhadap realisasi tahun 2022, sebesar Rp2.124 miliar. Sementara jumlah ekuitas di tahun 2023, diproyeksikan sebesar Rp3.815 miliar atau mencapai 123,59% terhadap realisasi tahun 2022, sebesar Rp3.086 miliar.

### Kebijakan Dividen

Perusahaan menargetkan dapat membagikan dividen di tahun 2023 sebesar Rp18,27 miliar, meningkat 100,00% berbanding tahun 2022.

### Pengembangan Kompetensi SDM

Total biaya pengembangan kompetensi Sumber Daya Manusia (SDM) di tahun 2023, diproyeksikan sebesar Rp4,32 miliar, atau mencapai 375,86% terhadap realisasi tahun 2022, sebesar Rp1,15 miliar.

### Financial Aspects and Capital Structure

The Company projects its total revenue for 2023 to be IDR2,366 billion, which is 125.73% of the 2022 realization of IDR1,882 billion. The increase in volume and selling price of cement mainly contributes to this projection.

For the capital structure, the Company projects its total assets to be IDR5,724 billion in 2023, which is 109.83% of the 2022 realization of IDR5,211 billion. On the other hand, the Company's total liabilities are projected to be IDR1,908 billion in 2023, representing 89.85% of the 2022 realization of IDR2,124 billion. Additionally, the Company projects its total equity to reach IDR3,815 billion in 2023, which is 123.59% of the realization in 2022, amounting to IDR3,086 billion.

### Dividend Policy

The Company plans to increase its dividend distribution in 2023 to IDR18.27 billion, which is a 100.00% increase compared to 2022.

### HR Competency Development

The Company projects that the total cost of developing Human Resources (HR) competencies in 2023 will be IDR4.32 billion, which is 375.86% of the realization in 2022, amounting to IDR1.15 billion.



# KEBIJAKAN DAN PEMBAGIAN DIVIDEN

## DIVIDEND POLICY AND DISTRIBUTION

### KEBIJAKAN DAN RIWAYAT PEMBAGIAN DIVIDEN DALAM 5 (LIMA) TAHUN TERAKHIR

Pembagian dividen Perusahaan dilakukan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS), dan hanya dapat dibayarkan sesuai dengan kemampuan keuangan Perusahaan. Adapun kebijakan pembagian dividen di lingkup Perusahaan, telah sesuai dengan Anggaran Dasar Perusahaan yaitu dengan memperhatikan Prospektus Penawaran Umum Perdana (*Initial Public Offering/IPO*) yang dilakukan oleh Perusahaan pada tahun 2013. Di mana uraian kebijakan dividen di lingkup Perusahaan adalah sebagaimana terlampir berikut ini:

1. Perusahaan merencanakan untuk membagikan dividen dalam bentuk uang tunai sekurang-kurangnya sekali dalam setahun.
2. Besarnya dividen dikaitkan dengan keuntungan Perusahaan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perusahaan dan tanpa mengurangi hak dari RUPS untuk menentukan lain sesuai dengan membukukan laba ditahan yang positif.
3. Sebelum berakhirnya tahun buku, dividen interim dapat dibagikan selama diizinkan oleh Anggaran Dasar Perusahaan dan jika pembagian dividen interim tersebut tidak menyebabkan jumlah kekayaan bersih Perusahaan lebih kecil dari jumlah modal ditempatkan dan disetor serta memperhatikan ketentuan mengenai penyisihan cadangan wajib sebagaimana dipersyaratkan dalam UUP.
4. Pembagian dividen interim tersebut ditentukan oleh Direksi setelah disetujui oleh Dewan Komisaris.
5. Apabila setelah akhir tahun buku tersebut, Perusahaan mengalami kerugian, dividen interim yang telah dibagikan harus dikembalikan oleh Pemegang Saham kepada Perusahaan.
6. Direksi dan Dewan Komisaris akan bertanggung jawab secara renteng jika dividen interim tersebut tidak dikembalikan kepada Perusahaan.
7. Pembayaran dividen kas kepada Pemegang Saham Perusahaan akan bergantung pada rekomendasi dari Direksi Perusahaan, sehingga tidak terdapat kepastian bahwa Perusahaan akan dapat membayarkan dividen setiap tahunnya.
8. Keputusan Direksi Perusahaan dalam memberikan rekomendasi pembayaran dividen tergantung pada:
  - a. Hasil kegiatan usaha dan arus kas Perusahaan.

### DIVIDEND DISTRIBUTION POLICY AND HISTORY IN THE LAST 5 (FIVE) YEARS

Distribution of the Company's dividends is carried out based on the resolution of the General Meeting of Shareholders (GMS), and can only be paid according to the Company's financial capacity. As for the dividend distribution policy within the scope of the Company, it is in accordance with the Company's Articles of Association, namely by taking into account the Prospectus of the Initial Public Offering (IPO) conducted by the Company in 2013, where the description of the dividend policy within the scope of the Company is as attached below:

1. The Company plans to distribute dividends in cash at least once a year.
2. The amount of dividends is linked to the Company's profits in the relevant financial year, without neglecting the soundness of the Company and without prejudice to the rights of the GMS to determine otherwise in accordance with posting positive retained earnings.
3. Before the end of the financial year, interim dividends can be distributed as long as permitted by the Company's Articles of Association and if the distribution of interim dividends does not cause the Company's total net worth to be less than the total issued and paid-up capital and taking into account the provisions regarding the provision of 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. If after the end of the financial year, the Company suffers a loss, the interim dividends that have been distributed must be returned by the Shareholders to the Company.
6. The Board of Directors and Board of Commissioners will be jointly and severally responsible if the interim dividend is not returned to the Company.
7. Payment of cash dividends to the Company's Shareholders will depend on recommendations from the Company's Directors, so there is no certainty that the Company will be able to pay dividends annually.
8. The decision of the Board of Directors of the Company in providing recommendations for dividend payments depends on:
  - a. Results of business activities and cash flows of the Company.



- b. Perkiraan kinerja keuangan dan kebutuhan modal kerja Perusahaan.
  - c. Prospek usaha Perusahaan di masa yang akan datang.
  - d. Belanja modal dan rencana investasi Perusahaan lainnya.
  - e. Perencanaan investasi dengan pertumbuhan lainnya.
  - f. Kondisi ekonomi dan usaha secara umum dan faktor-faktor lainnya yang dianggap relevan oleh Direksi Perusahaan 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.

Sementara dividen yang diterima oleh pemegang saham asing akan dikenakan pajak penghasilan (*withholding tax*) Indonesia maksimum sebesar 20% (berdasarkan ketentuan pajak yang berlaku saat ini). Penggunaan laba Perusahaan untuk tahun buku, dilakukan berdasarkan pada ketentuan-ketentuan di bawah ini:

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 Perusahaan, Direksi menyampaikan usulan penggunaan laba bersih Perusahaan, jika Perusahaan mempunyai laba positif.

Adapun berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021, yang diselenggarakan pada 25 Maret 2022, Pemegang Saham menyetujui dan menetapkan penggunaan laba bersih atribusi pemilik entitas induk Perusahaan Tahun Buku 2021, sebesar Rp51.815.793.561,- seluruhnya menjadi cadangan lainnya.

Berikut riwayat pembagian dividen dalam 5 (lima) tahun terakhir, sebagaimana terlampir pada tabel di bawah ini.

- b. Estimated financial performance and working capital requirements of the Company.
  - c. The Company's business prospects in the future.
  - d. Capital expenditure and other Company investment plans.
  - e. Investment planning with other growth.
  - f. General economic and business conditions and other factors deemed relevant by the Board of Directors of the Company as well as provisions for discussing dividend payments based on related agreements.
9. If a decision has been made to pay dividends, the dividends will be paid in rupiah.
  10. Shareholders on the effective record date are entitled to the full amount of dividends approved, and may be subject to the withholding tax applicable in Indonesia.

Dividends received by foreign shareholders will be subject to a maximum Indonesian withholding tax of 20%, based on current tax regulations. The use of the Company's profits for the financial year is determined according to the following provisions:

1. As per Articles 70 and 71 of Company Law No. 40 of 2007, the General Meeting of Shareholders decides on the use of net profit, including for reserves, other uses, and dividends.
2. As per 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 it has a positive profit.

For the 2021 financial year, the Shareholders approved and determined the use of the net profit attributable to the owners of the Company's parent entity, amounting to IDR 51,815,793,561, entirely as other reserves, during the Annual General Meeting of Shareholders (GMS) held on March 25, 2022.

The table below shows the history of dividend distribution over the past (5 five) years.

**Tabel Pembagian Dividen untuk Kinerja Tahun Buku 2017-2021**  
Table of Dividend Distribution for the Performance of the 2017-2021 Fiscal Year

| Uraian<br>Description                                     | Tahun Buku<br>2021<br>Fiscal year 2021 | Tahun Buku<br>2020<br>Fiscal year 2020 | Tahun Buku<br>2019<br>Fiscal year 2019 | Tahun Buku<br>2018<br>Fiscal year 2018 | Tahun Buku<br>2017<br>Fiscal year 2017 |
|-----------------------------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|
| Laba Bersih (Rp-juta)<br>Net Profit (IDR-million)         | 51.816                                 | 10.985                                 | 30.072                                 | 76.072                                 | 146.644                                |
| Jumlah Dividen (Rp-juta)<br>Total Dividend (IDR-million)  | -                                      | -                                      | 6.158                                  | 18.971                                 | 36.661                                 |
| Rasio Dividen/Payout Ratio<br>Dividend Ratio/Payout Ratio | -                                      | -                                      | 20,48%                                 | 25%                                    | 25%                                    |
| Tahun Pembayaran<br>Payment Year                          | 2022                                   | 2021                                   | 2020                                   | 2019                                   | 2018                                   |
| Jumlah Saham<br>Number of shares                          | 9.932.534.336                          | 9.932.534.336                          | 9.932.534.336                          | 9.932.534.336                          | 9.924.797.283                          |





**Tabel Pembagian Dividen untuk Kinerja Tahun Buku 2017-2021**  
Table of Dividend Distribution for the Performance of the 2017-2021 Fiscal Year

| Uraian<br>Description                                                | Tahun Buku<br>2021<br>Fiscal year 2021 | Tahun Buku<br>2020<br>Fiscal year 2020 | Tahun Buku<br>2019<br>Fiscal year 2019  | Tahun Buku<br>2018<br>Fiscal year 2018 | Tahun Buku<br>2017<br>Fiscal year 2017 |
|----------------------------------------------------------------------|----------------------------------------|----------------------------------------|-----------------------------------------|----------------------------------------|----------------------------------------|
| Dividen per Saham (Rupiah penuh)<br>Dividend per Share (Full Rupiah) | -                                      | -                                      | 0,62                                    | 1,91                                   | 4                                      |
| Tanggal Pengumuman Dividen<br>Dividend Announcement Date             | 25 Maret 2022<br>March 25, 2022        | 27 Mei 2021<br>May 27, 2021            | 18 Agustus 2020<br>August 18, 2020      | 28 Mei 2019<br>May 28, 2019            | 28 Februari 2018<br>February 28, 2018  |
| Tanggal Pembayaran Dividen<br>Dividend Payment Date                  | -                                      | -                                      | 04 September 2020<br>September 04, 2020 | 19 Juni 2019<br>June 19, 2019          | 26 Maret 2018<br>March 26, 2018        |

## KONTRIBUSI PERUSAHAAN KEPADA NEGARA BERUPA PAJAK

### COMPANY'S CONTRIBUTION TO THE STATE IN THE FORM OF TAXES

Sebagai bentuk kontribusi Perusahaan kepada negara, serta wujud kepatuhan terhadap peraturan yang berlaku, Perusahaan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak. Di tahun 2022, kontribusi yang diberikan oleh Perusahaan dalam bentuk pajak tercatat sebesar Rp173 miliar mengalami peningkatan sebesar Rp21 miliar atau 13,82%, jika dibandingkan dengan tahun sebelumnya sebesar Rp152 miliar.

In compliance with applicable regulations and as a contribution to the state, the Company fulfilled its obligation to pay taxes. In 2022, the Company's tax contribution amounted to IDR173 billion, representing an increase of IDR21 billion or 13.82% compared to the previous year's IDR152 billion.



# REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

## REALIZATION OF THE USE OF PROCEEDS FROM PUBLIC OFFERING

### INFORMASI PENAWARAN UMUM SAHAM PERDANA

Pada tahun 2013, Perusahaan melakukan penawaran umum saham perdana, dalam rangka mendukung pendanaan proyek Baturaja II. Adapun jumlah dana yang diterima dari hasil penawaran umum saham perdana adalah sebesar Rp1,27 triliun. Di tahun 2018, Perusahaan telah menggunakan seluruh dana hasil penawaran umum perdana tersebut dan telah digunakan sesuai rencana penggunaan dana yang diungkapkan dalam prospektus dan RUPS Luar Biasa, serta telah dilaporkan kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) melalui surat No. UM.05.09/1389A/2018 tanggal 06 April 2018, tentang Laporan Penggunaan Dana Hasil Penawaran umum.

### INFORMASI PENAWARAN UMUM EFEK LAINNYA

Sejak melakukan penawaran umum saham perdana sampai dengan akhir tahun 2022, Perusahaan tidak pernah melakukan penawaran umum efek lainnya, baik untuk efek yang bersifat ekuitas ataupun efek yang bersifat utang dan/atau sukuk, sehingga tidak terdapat informasi yang disampaikan pada Laporan Tahunan ini, terkait dengan penggunaan dana hasil penawaran umum efek lainnya.

### INFORMASI PEMBELIAN KEMBALI SAHAM PERUSAHAAN

Pada tahun 2022, tidak terdapat aksi korporasi berupa pembelian kembali saham Perusahaan, dengan demikian tidak terdapat informasi yang disampaikan pada Laporan Tahunan ini, perihal pembelian kembali saham Perusahaan.

### INFORMATION ON INITIAL PUBLIC OFFERING

In 2013, the Company conducted an initial public offering to support funding for the Baturaja II project, raising IDR1.27 trillion. As per the planned use of funds disclosed in the prospectus and Extraordinary GMS, the Company utilized all the proceeds from the offering in 2018, and reported the same to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) through letter No. UM.05.09/1389A/2018, dated April 06, 2018, in compliance with the Report on the Use of Proceeds from a Public Offering.

### INFORMATION ON OTHER SECURITIES PUBLIC OFFERINGS

Since conducting the initial public offering until the end of 2022, the Company has not made any other public offerings for equity securities, debt securities, or sukuk. Therefore, there is no information presented in this Annual Report regarding the use of proceeds from the public offering of other securities.

### INFORMATION ON COMPANY SHARE BUYBACK

The Company did not engage in any corporate actions involving the buyback of its shares in 2022. As a result, there is no information pertaining to share buybacks presented in this Annual Report.





## PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

### EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

Pada tahun 2022, Perusahaan tidak memiliki program Kepemilikan Saham oleh Karyawan atau *Employee Stock Ownership Program* (ESOP) dan/atau manajemen yang dilaksanakan Perusahaan (*Employee Stock Ownership Program/Management Stock Ownership Program*). Perusahaan telah menyelesaikan program ESOP berupa program *Employee Stock Allocation* (ESA) pada tahun 2014, sementara program MSOP telah selesai pada tahun 2019.

The Company did not implement an Employee Stock Ownership Program (ESOP) and/or a Management Stock Ownership Program in 2022. The ESOP program was completed in the form of an Employee Stock Allocation (ESA) program in 2014, while the MSOP program was completed in 2019.

## INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, DAN

### RESTRUKTURISASI UTANG/MODAL MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER/ CONSOLIDATION, ACQUISITION, AND DEBT/CAPITAL RESTRUCTURING

Pada tahun 2022, Perusahaan tidak melakukan transaksi material mengenai investasi, serta aktivitas terkait ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal. Dengan demikian, dalam Laporan Tahunan ini, tidak terdapat informasi material mengenai investasi serta tujuan dan nilai transaksi, serta informasi material mengenai ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal.

The Company did not engage in any significant transactions related to investments or activities related to expansion, divestment, business mergers/consolidations, acquisitions, and debt/capital restructuring in 2022. Therefore, this Annual Report does not contain any material information regarding investment transactions, including their purpose and value, or any material information related to expansion, divestment, business merger/consolidation, acquisition, and debt/capital restructuring.



# INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/ BERELASI

## INFORMATION ON MATERIAL TRANSACTIONS THAT CONTAIN CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

### KEBIJAKAN MEKANISME REVIEW ATAS TRANSAKSI DAN PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

Perusahaan memastikan seluruh kegiatan transaksi yang dilakukan, telah melalui prosedur yang memadai dan telah sesuai dengan prinsip transaksi yang wajar (*arm's length principle*). dan sesuai dengan persyaratan komersial normal. Perusahaan memiliki kebijakan terkait transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi. Transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi, yang dilakukan Perusahaan, senantiasa memperhatikan prinsip kehati-hatian sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi.

Mekanisme *review* atas transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi, dilakukan melalui proses audit oleh Komite Audit yang hasilnya kemudian dilaporkan kepada Dewan Komisaris.

### KOMITMEN PERUSAHAAN ATAU MANAJEMEN ATAS TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

Dalam melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi, Direksi memastikan bahwa seluruh kegiatan transaksi tersebut telah melalui prosedur yang memadai dan sesuai dengan prinsip transaksi yang wajar (*arm's length principle*). Perusahaan melalui Dewan Komisaris dan Komite Audit, juga telah melakukan *review* untuk

### REVIEW MECHANISM POLICY FOR TRANSACTIONS AND COMPLIANCE WITH RELATED RULES AND PROVISIONS

The Company ensures that all transaction activities have been conducted with adequate procedures in accordance with the arm's length principle and normal commercial requirements. The Company has a policy for material transactions that involve conflicts of interest and/or transactions with affiliated/related parties. Any such material transactions are carried out in accordance with the precautionary principle and generally accepted business practices, and comply with OJK Regulation No. 42/POJK.04/2020 regarding Affiliated Transactions and Transactions with Conflicts of Interest, as well as PSAK No. 7 concerning Disclosure of Related Parties.

The Audit Committee conducts an audit process as a review mechanism for material transactions involving conflicts of interest and/or transactions with affiliated/related parties. The results of this audit process are then reported to the Board of Commissioners.

### COMPANY OR MANAGEMENT COMMITMENT TO MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES/RELATED PARTIES

When conducting material transactions involving conflicts of interest and/or transactions with affiliated/related parties, the Board of Directors ensures that all activities have followed adequate procedures and are in accordance with the arm's length principle. The Company also conducts a review of these transactions through the Board of Commissioners and the Audit Committee to ensure they comply with



memastikan bahwa transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi, dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi prinsip transaksi yang wajar (*arms-length principle*), dan dilaksanakan dengan memenuhi ketentuan yang berlaku.

Adapun, transaksi material yang dilakukan Perusahaan dengan pihak afiliasi/pihak berelasi, merupakan transaksi terkait kegiatan usaha yang dijalankan Perusahaan, dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan. Sepanjang tahun 2022, Perusahaan tidak memiliki pelanggaran atas peraturan perundang-undangan terkait transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi.

## INFORMASI MENGENAI TRANSAKSI DENGAN PIHAK AFILIASI

Pelaksanaan transaksi dengan pihak afiliasi yang dilakukan Perusahaan telah sesuai dengan ketentuan yang tertuang dalam POJK No. 42/POJK.04/2020. Adapun sepanjang tahun 2022, Perusahaan tidak melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.

## INFORMASI MENGENAI TRANSAKSI DENGAN PIHAK BERELASI

Perusahaan dan kelompok usahanya memiliki 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.

### Nama Pihak dan Sifat Hubungan Berelasi

Perusahaan memiliki transaksi usaha yang signifikan dengan pihak-pihak berelasi. Adapun informasi terkait nama pihak berelasi serta sifat hubungan dan transaksi di tahun 2022, dapat dilihat sebagai berikut:

generally accepted business practices, meet the principles of fair transactions (*arm's length principle*), and comply with applicable regulations.

The Company's material transactions with affiliates/related parties are related to its business activities and aim to generate income. These transactions are carried out routinely, repeatedly, and/or continuously. Throughout 2022, the Company has not violated any laws or regulations regarding material transactions that involve conflicts of interest and/or transactions with affiliated/related parties.

## INFORMATION REGARDING TRANSACTIONS WITH AFFILIATED PARTIES

The Company's implementation of transactions with affiliated parties complies with the provisions of POJK No. 42/POJK.04/2020. In 2022, the Company will avoid material transactions containing conflicts of interest and/or transactions with affiliated parties.

## INFORMATION REGARDING TRANSACTIONS WITH RELATED PARTIES

The company and its business groups engage in transactions with related parties as defined by PSAK No. 7 (revised 2010) "Related Party Disclosures" and PSAK No. 67 (revised 2013) "Disclosure of Interests in Other Entities". All material transactions and balances with related parties are disclosed in the financial statements notes.

### Name of Parties and Nature of Relationship

The company conducted significant business transactions with related parties in 2022. Below is the information regarding the names of related parties, nature of relationships, and transactions:



**Tabel Nama Pihak Berelasi serta Sifat Hubungan dan Transaksi**  
Table of Names of Related Parties and Nature of Relationships and Transactions

| Sifat Hubungan<br>Nature of Relationship                                         | Pihak yang berelasi<br>Related parties  | Objek/Jenis Transaksi<br>Transaction Object/Type                                                                          |
|----------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Pemegang saham yang sama<br>Same shareholder                                     | PT Asuransi Jasa Indonesia (Persero)    | Jasa Asuransi dan Utang Usaha<br>Insurance Services and Trade Payables                                                    |
|                                                                                  | PT Asuransi Jiwasraya (Persero)         | Jasa Asuransi<br>Insurance Services                                                                                       |
|                                                                                  | PT Bank Mandiri (Persero) Tbk           | Penempatan Dana dan Penerimaan Pinjaman<br>Placement of Funds and Acceptance of Loans                                     |
|                                                                                  | PT Bank Negara Indonesia (Persero) Tbk  | Penempatan Dana dan Penerimaan Pinjaman<br>Placement of Funds and Acceptance of Loans                                     |
|                                                                                  | PT Bank Pembangunan Daerah Banten Tbk   | Penempatan Dana dan Penerimaan Pinjaman<br>Placement of Funds and Acceptance of Loans                                     |
|                                                                                  | PT Bank Pembangunan Daerah Jabar Tbk    | Penempatan Dana dan Penerimaan Pinjaman<br>Placement of Funds and Acceptance of Loans                                     |
|                                                                                  | PT Bank Pembangunan Daerah Sumsel Babel | Penempatan Dana dan Penerimaan Pinjaman<br>Placement of Funds and Acceptance of Loans                                     |
|                                                                                  | PT Bank Rakyat Indonesia (Persero) Tbk  | Penempatan Dana dan Penerimaan Pinjaman<br>Placement of Funds and Acceptance of Loans                                     |
|                                                                                  | PT Kereta Api Indonesia (Persero)       | Pembelian Jasa Angkutan, Utang Usaha dan Sewa Tanah<br>Purchase of Transportation Services, Trade Payables and Land Lease |
|                                                                                  | PT Pertamina (Persero)                  | Pembelian Bahan Baku dan Utang Usaha<br>Purchase of Raw Materials and Trade Payables                                      |
|                                                                                  | PT Perusahaan Listrik Negara (Persero)  | Pembelian Energi Listrik<br>Purchase of Electrical Energy                                                                 |
|                                                                                  | PT Semen Indonesia (Persero) Tbk        | Utang Usaha<br>Trade Payables                                                                                             |
|                                                                                  | PT Sucofindo (Persero)                  | Pembelian Jasa Survey dan Utang Usaha<br>Purchase of Survey Services and Trade Payables                                   |
|                                                                                  | PT Surveyor Indonesia (Persero)         | Pembelian Jasa Survey dan Utang Usaha<br>Purchase of Survey Services and Trade Payables                                   |
|                                                                                  | PT Telekomunikasi Indonesia (Persero)   | Pembelian Jasa Komunikasi dan Utang Usaha<br>Purchase of Communication Services and Trade Payables                        |
|                                                                                  | PT Wijaya Karya Beton                   | Penjualan, Piutang Usaha, dan Utang Usaha<br>Sales, Trade Receivables, and Trade Payables                                 |
| Perusahaan di bawah entitas pengendali<br>Companies under the controlling entity | PT Bukit Asam Tbk                       | Pembelian Bahan Bakar dan Utang Usaha<br>Purchase of Fuel and Trade Payables                                              |
|                                                                                  | PT Kereta Api Logistik                  | Pembelian Jasa Angkutan dan Utang Usaha<br>Purchase of Transportation Services and Trade Payables                         |
|                                                                                  | PT Petrokimia Gresik                    | Pembelian Bahan Baku dan Utang Usaha<br>Purchase of Raw Materials and Trade Payables                                      |
|                                                                                  | PT Pos Logistik                         | Pembelian Jasa Angkutan dan Utang Usaha<br>Purchase of Transportation Services and Trade Payables                         |
|                                                                                  | PT Varia Usaha Beton                    | Penjualan Semen dan Piutang Usaha<br>Sales of Cement and Trade Receivables                                                |
|                                                                                  | DPLK BNI                                | Pembelian Jasa Asuransi<br>Purchasing Insurance Services                                                                  |
|                                                                                  | PT Asuransi Jasa Indonesia (Persero)    | Pembelian Jasa Asuransi<br>Purchasing Insurance Services                                                                  |
|                                                                                  | PT Asuransi Jiwa Bringin Jiwa Sejahtera | Pembelian Jasa Asuransi<br>Purchasing Insurance Services                                                                  |
|                                                                                  | PT Asuransi Jiwasraya (Persero)         | Pembelian Jasa Asuransi<br>Purchasing Insurance Services                                                                  |
|                                                                                  | PT Bank Mandiri (Persero) Tbk           | Penerimaan pinjaman, Penempatan dana<br>Receipt of loans, Placement of funds                                              |



**Tabel Nama Pihak Berelasi serta Sifat Hubungan dan Transaksi**  
Table of Names of Related Parties and Nature of Relationships and Transactions

| Sifat Hubungan<br>Nature of Relationship | Pihak yang berelasi<br>Related parties | Objek/Jenis Transaksi<br>Transaction Object/Type                                      |
|------------------------------------------|----------------------------------------|---------------------------------------------------------------------------------------|
|                                          | PT Bank Negara Indonesia (Persero) Tbk | Penempatan dana, Penerimaan pinjaman<br>Placement of funds, Receipt of loans          |
|                                          | PT Bank Rakyat Indonesia (Persero) Tbk | Penempatan dana<br>Placement of funds                                                 |
|                                          | PT Bukit Asam Tbk                      | Pembelian bahan bakar<br>Purchase of fuel                                             |
|                                          | PT Dahana (Persero)                    | Pembelian bahan baku<br>Purchase of raw materials                                     |
|                                          | PT Garuda Indonesia (Persero)          | Pembelian jasa angkutan<br>Purchase of transportation services                        |
|                                          | PT Kereta Api Indonesia (Persero)      | Pembelian jasa angkutan, Sewa Tanah<br>Purchase of transportation services, Land Rent |
|                                          | PT Kereta Api Logistik                 | Pembelian jasa angkutan<br>Purchase of transportation services                        |
|                                          | PT Pasoka Sumber Karya                 | Pembelian jasa angkutan<br>Purchase of transportation services                        |
|                                          | PT Pelabuhan Tanjung Priok             | Pembelian jasa angkutan<br>Purchase of transportation services                        |
|                                          | PT Pertamina (Persero)                 | Pembelian bahan bakar<br>Purchase of fuel                                             |
|                                          | PT Pertamina Patra Niaga               | Pembelian bahan bakar<br>Purchase of fuel                                             |
|                                          | PT Perusahaan Listrik Negara (Persero) | Pembelian energi listrik<br>Purchase of Electricity                                   |
|                                          | PT Petrokimia Gresik                   | Pembelian bahan baku<br>Purchase of raw materials                                     |
|                                          | PT Pos Logistik                        | Pembelian jasa angkutan<br>Purchase of transportation services                        |
|                                          | PT Semen Indonesia Distributor         | Pembelian bahan baku<br>Purchase of raw materials                                     |
|                                          | PT Sucofindo (Persero)                 | Pembelian jasa Surveyor<br>Purchase of surveyor services                              |
|                                          | PT Surveyor Indonesia (Persero)        | Pembelian jasa Surveyor<br>Purchase of surveyor services                              |
|                                          | PT Telekomunikasi Indonesia (Persero)  | Pembelian jasa komunikasi<br>Purchase of communication services                       |
|                                          | PT Varia Usaha Beton                   | Penjualan semen<br>Sales of cement                                                    |
|                                          | PT Wijaya Karya Beton                  | Pembelian jasa<br>Purchase of services                                                |
|                                          | DPLK BNI                               | Pembelian jasa asuransi<br>Purchasing insurance services                              |
|                                          | Sinergi Informatika Semen              | Pembelian jasa IT<br>Purchasing IT services                                           |
|                                          | PT Indonesia Comnets Plus              | Pembelian jasa IT<br>Purchasing IT services                                           |
|                                          | PT Sigma Cipta Caraka                  | Pembelian jasa IT<br>Purchasing IT services                                           |
|                                          | Telemedia Dinamika Sarana              | Pembelian jasa IT<br>Purchasing IT services                                           |
|                                          | PT Pupuk Sriwidjaya Palembang          | Pengelolaan limbah<br>Waste management                                                |





### Alasan Transaksi dengan Pihak Berelasi

Pada tahun 2022, Perusahaan tidak melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi. Adapun tujuan ikatan dilakukan atas dasar alasan kebutuhan Perusahaan dan bebas dari konflik kepentingan.

### Realisasi Transaksi dengan Pihak Berelasi

Perusahaan melakukan transaksi dengan pihak-pihak berelasi telah dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Perusahaan atas beban-beban pihak-pihak berelasi atau sebaliknya.

Adapun rincian transaksi dan saldo kepada pihak berelasi pada tahun 2021 dan 2022 disajikan dalam tabel berikut:

### Reasons for Transactions with Related Parties

In 2022, the Company did not engage in material transactions that involved conflicts of interest or affiliated parties. The bond was issued solely based on the Company's needs and is free from conflicts of interest.

### Realization of Transactions with Related Parties

The Company has engaged in transactions with related parties on normal terms and conditions, including payments made by the Company on behalf of related parties, and vice versa.

The table below presents the transaction details and balances with related parties in 2021 and 2022.

| Uraian<br>Description                                                   | 2022<br>(Rp-Juta)<br>(IDR-million) | 2021*<br>(Rp-Juta)<br>(IDR-million) | Persentase dari Total (%)<br>Percentage of Total (%) |       |
|-------------------------------------------------------------------------|------------------------------------|-------------------------------------|------------------------------------------------------|-------|
|                                                                         |                                    |                                     | 2022                                                 | 2021  |
| Persentase atas Aset<br>Percentage of Assets                            |                                    |                                     |                                                      |       |
| Kas dan Setara Kas<br>Cash and cash equivalents                         | 512.574                            | 286.024                             | 9,84                                                 | 5,43  |
| Piutang Usaha<br>Trade Receivables                                      | 8.418                              | 16.446                              | 0,16                                                 | 0,31  |
| Piutang Lain-lain<br>Other Receivables                                  | 2.842                              | -                                   | 0,05                                                 | 0,00  |
| Aset Tidak Lancar Lainnya<br>Other Non-Current Assets                   | 53.436                             | 50.682                              | 1,03                                                 | 0,96  |
| Biaya Dibayar Dimuka<br>Prepaid Expenses                                | 19.843                             | 1.840                               | 0,38                                                 | 0,03  |
| Uang Jaminan<br>Cash Deposits                                           | 17.862                             | 17.862                              | 0,34                                                 | 0,34  |
| Persentase atas Liabilitas<br>Percentage of Liabilities                 |                                    |                                     |                                                      |       |
| Utang Usaha<br>Trade Payables                                           | 121.256                            | 90.161                              | 5,71                                                 | 3,97  |
| Liabilitas Jangka Pendek Lainnya<br>Other Current Liabilities           | 21.373                             | 331                                 | 1,01                                                 | 0,01  |
| Beban Aktual<br>Actual Expenses                                         | 21.320                             | 28.500                              | 1,00                                                 | 1,25  |
| Persentase atas Penjualan<br>Percentage of Sales                        |                                    |                                     |                                                      |       |
| Penjualan<br>Sale                                                       | 31.818                             | 30.792                              | 1,69                                                 | 1,76  |
| Pendapatan Jasa Pengelolaan Limbah<br>Waste Management Services Revenue | 10.068                             | 2.466                               | 0,54                                                 | 0,14  |
| Pembelian Produk & Jasa<br>Purchase of Products & Services              | 43.476                             | 10.650                              | 2,67                                                 | 0,66  |
| Pembelian Bahan Baku<br>Purchase of Raw Materials                       | 160.048                            | 139.647                             | 9,85                                                 | 8,59  |
| Biaya Angkutan Material<br>Material Transportation Costs                | 113.425                            | 137.046                             | 6,98                                                 | 8,43  |
| Pembelian Logam Mulia<br>Purchase of Precious Metals                    | 484                                | -                                   | 0,03                                                 | 0,00  |
| Pembelian Listrik<br>Purchase of Electricity                            | 184.760                            | 180.956                             | 11,37                                                | 11,72 |

\*) Disajikan kembali  
\*) Restated



# PROSPEK USAHA

## BUSINESS PROSPECT

Perekonomian global masih mengalami sejumlah guncangan sepanjang tahun 2022, berakibat pada tertahannya pertumbuhan ekonomi dan tekanan inflasi yang lebih tinggi dari tahun-tahun sebelumnya. Di sisi lain, stabilitas ekonomi nasional mengalami tekanan namun masih terkendali. Inflasi pada Desember 2022 tercatat 0,66% *month to month* (mtm). Sehingga, Inflasi pada tahun 2022 menjadi 5,51% *year on year* (yoy), meningkat dibandingkan dengan inflasi 2021 sebesar 1,87% *year on year* (yoy). Kinerja positif tercermin melalui *Purchasing Manager's Index* (PMI) Manufaktur atau indeks manufaktur nasional pada Desember 2022 yang ditutup pada tingkat 50,9 atau berhasil naik 0,6 poin dibandingkan perolehan bulan sebelumnya yang menyentuh di angka 50,3. Produksi manufaktur Indonesia mengalami ekspansi pada kisaran lebih cepat pada bulan Desember 2022, didorong oleh kenaikan permintaan atas barang-barang produksi Indonesia.

Di tengah perlambatan ekonomi global tersebut, hingga akhir tahun, Badan Pusat Statistik (BPS) mencatat pertumbuhan ekonomi Indonesia tetap tumbuh mengesankan mencapai 5,31%. Kinerja pertumbuhan ekonomi dipengaruhi oleh faktor global dan domestik. Secara global, Indonesia diuntungkan dengan relatif tingginya harga komoditas ekspor unggulan di pasar global yang memberikan *windfall* dan mendorong kinerja ekspor serta surplus neraca perdagangan. Secara domestik, kombinasi aktivitas masyarakat yang semakin menggeliat dan bauran kebijakan fiskal dan moneter untuk menjaga daya beli mampu mendorong aktivitas ekonomi, baik dari sisi produksi maupun konsumsi.

Di sisi lain, *demand* semen nasional di tahun 2022 mengalami penurunan sebesar 3,3% dari periode yang sama tahun sebelumnya. Penurunan *demand* juga terjadi di wilayah Sumbagsel sebesar 6,8% terhadap tahun lalu. Kondisi *oversupply* yang masih berlangsung hingga saat ini serta ketatnya persaingan di industri semen nasional, khususnya wilayah Sumbagsel masih menjadi tantangan utama perusahaan.

The global economy experienced several shocks throughout 2022, resulting in the stagnation of economic growth and higher inflation pressures than in previous years. On the other hand, the national economic stability was under pressure but still manageable. Inflation in December 2022 was recorded at 0.66% month-to-month (mtm). As a result, inflation in 2022 was 5.51% year-on-year (yoy), an increase compared to the 2021 inflation rate of 1.87% year-on-year (yoy). The positive performance is reflected through the Purchasing Manager's Index (PMI) of Manufacturing or the national manufacturing index in December 2022, which closed at 50.9 or an increase of 0.6 points compared to the previous month's figure of 50.3. Indonesian manufacturing production expanded more rapidly in December 2022, driven by an increase in demand for Indonesian-made goods.

Despite the global economic slowdown, Indonesia's economy continued to grow impressively at 5.31% until the end of the year, according to the Central Bureau of Statistics CBS. This growth is attributed to a combination of global and domestic factors. Globally, Indonesia has benefited from the high prices of leading export commodities, resulting in an increase in export performance and trade balance surplus. Domestically, a mix of fiscal and monetary policies, along with vibrant community activities, has helped to maintain purchasing power and boost economic activity in terms of production and consumption.

However, the national cement demand in 2022 has decreased by 3.3% compared to the same period in the previous year, with a significant decrease of 6.8% observed in the Sumbagsel region. This decline in demand is mainly attributed to oversupply conditions and intense competition in the national cement industry, particularly in the South Sumatra region. These factors continue to pose significant challenges for the Company.



**Tabel Demand Semen Nasional di 2021-2022**  
Table of National Cement Demand in 2021-2022

| Daerah<br>Area                       | 2022<br>(Ton)<br>(Tons) | 2021<br>(Ton)<br>(Tons) | Pertumbuhan<br>Growth (%) |
|--------------------------------------|-------------------------|-------------------------|---------------------------|
| Sumatra                              | 13.320.963              | 14.129.029              | -5,72                     |
| Jawa<br>Java                         | 33.367.104              | 34.695.665              | -3,83                     |
| Kalimantan                           | 4.246.668               | 4.256.616               | -0,23                     |
| Sulawesi                             | 6.422.512               | 6.447.665               | -0,39                     |
| Nusa Tenggara                        | 3.495.320               | 3.607.544               | -3,11                     |
| Indonesia Timur<br>Eastern Indonesia | 2.180.149               | 2.078.071               | 4,91                      |
| <b>Indonesia</b>                     | <b>63.032.715</b>       | <b>65.214.590</b>       | <b>-3,35</b>              |
| Ekspor<br>Export                     | 8.983.122               | 11.609.965              | -22,63                    |
| <b>Jumlah<br/>Total</b>              | <b>65.768.666</b>       | <b>76.824.555</b>       | <b>-14,39</b>             |

Turunnya *demand* semen tahun 2022, khususnya *demand* pulau Sumatra sebesar 5,72% (yoy) tidak menghambat kinerja Perusahaan di mana hingga akhir tahun 2022 tetap menunjukkan pertumbuhan positif, di mana penjualan semen mencapai angka 2 Juta ton atau tumbuh 4% terhadap periode yang sama tahun sebelumnya.

Dengan mempertimbangkan kondisi perekonomian nasional yang diprediksi akan terus membaik di tengah perlambatan ekonomi global serta berbagai proyek pembangunan infrastruktur terutama dalam mendukung konektivitas antar wilayah dan infrastruktur Ibu Kota Negara Baru (IKN) yang diharapkan dapat menggenjot konsumsi semen di tingkat nasional, maka Perusahaan menetapkan sasaran penjualan sebesar 2,4 juta ton pada tahun 2023, dengan target *market share* wilayah Sumbagsel sebesar 37%. Didukung pula dengan bergabungnya Perusahaan ke dalam Semen Indonesia Group (SIG) yang diharapkan dapat membuka peluang penguasaan pasar yang lebih besar bagi Perusahaan khususnya di wilayah Sumatra Bagian Selatan.

The Company's positive growth in 2022 was achieved despite the decline in cement demand, especially on the island of Sumatra by 5.72% (yoy). The Company's cement sales continued to show positive growth until the end of 2022, reaching 2 million tons or a 4% increase compared to the same period in the previous year.

Given the predicted improvement in national economic conditions amidst the global economic slowdown and the ongoing infrastructure development projects that support inter-regional connectivity and infrastructure for the New State Capital (IKN), which are expected to increase cement consumption at the national level, the Company has set a sales target of 2.4 million tonnes for 2023, with a target market share of 37% in the Sumbagsel region. Additionally, the Company's inclusion into the Semen Indonesia Group (SIG) is expected to create opportunities for greater market control, particularly in the Southern Sumatra region.



# ASPEK PEMASARAN

## MARKETING ASPECT

### STRATEGI PEMASARAN

#### Kebijakan Pemasaran

Dalam menjalankan aktivitas bisnisnya, Perusahaan terus berupaya untuk menjangkau pelanggan di seluruh wilayah pemasaran. Penjualan semen dilakukan di wilayah Sumatra Bagian Selatan dengan fokus pada wilayah yang mampu memberikan kontribusi margin. Kualitas menjadi hal yang utama untuk menjamin kepuasan pelanggan selain menjaga kontinuitas pasokan. Adapun strategi pemasaran yang telah dilakukan Perusahaan adalah sebagai antara lain:

1. Komunikasi pemasaran bertujuan untuk memberikan informasi kepada pelanggan agar produk Perusahaan selalu diingat dan menjadi pilihan utama dalam setiap keputusan pembelian pelanggan. Komunikasi pemasaran Perusahaan dilakukan melalui kegiatan antara lain pemberian *merchandise* kepada pekerja bangunan hingga masyarakat umum, iklan, serta kerja sama dan *sponsorship* pada kegiatan olahraga, pendidikan, komunitas/instansi dan event lainnya terutama di wilayah basis pemasaran. Komunikasi pemasaran disampaikan melalui berbagai media seperti media sosial, media luar ruang, dan media elektronik;
2. Menjaga kontinuitas suplai produk dengan peningkatan fasilitas distribusi dan ekspansi pasar ke wilayah pengembangan;
3. Melakukan aktivitas *branding Above The Line (ATL) & Below The Line (BTL)* baik secara *offline* maupun digital dengan aktivitas pemeliharaan *brand* baik melalui media digital maupun kegiatan langsung seperti *talkshow*, keikutsertaan dalam event konstruksi, iklan, pameran, dan sebagainya;
4. Melakukan aktivitas penjualan secara *online* melalui *digital platform* melalui kerja sama dengan *e-commerce* Tokopedia;
5. Melakukan penjualan produk turunan baik secara *Business to Business* maupun ke ritel dengan kerja sama pembangunan proyek-proyek infrastruktur dan *property*;
6. 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*).

Strategi pemasaran yang dijalankan Perusahaan di tahun 2022 lebih mengarah pada peningkatan volume penjualan dan *market share* melalui :

1. Intensifikasi di wilayah pasar retail yang memberikan margin positif
2. Peningkatan transaksi penjualan secara digital di *e-commerce* dan pengembangan *market place*.

### MARKETING STRATEGY

#### Marketing Policy

In carrying out its business activities, the Company strives to reach customers in all marketing areas. Cement sales are focused on the Southern Sumatra region, specifically in areas where a margin contribution can be obtained. The Company prioritizes quality to ensure customer satisfaction and maintains inventory continuity. The marketing strategies employed by the Company are as follows:

1. The aim of marketing communications is to provide customers with information that ensures the Company's products are always top of mind and become the preferred choice in every purchasing decision. The Company achieves this by conducting various activities such as providing merchandise to construction workers and the general public, advertising, as well as cooperating and sponsoring sports, education, community/agency activities, and other events, especially in the marketing base area. Marketing communications are delivered through various media channels such as social media, outdoor media, and electronic media;
2. To maintain continuity of product inventories, the Company plans to increase its distribution facilities and expand its market to development areas.
3. The Company conducts both above-the-line (ATL) and below-the-line (BTL) branding activities both offline and digitally, while also maintaining its brand through digital media and direct activities such as talk shows, participation in construction events, advertisements, exhibitions, and more;
4. The Company collaborates with e-commerce platform Tokopedia to carry out online sales activities through digital channels;
5. The Company sells derivative products to both Business-to-Business (B2B) customers and retail customers, primarily through the development of infrastructure and property projects;
6. The Company optimizes service costs for customers through efficiency efforts, such as selecting the mode, transport capacity, and origin of cement, as well as reducing double handling to achieve the least cost to serve.

The marketing strategy implemented by the Company in 2022 is more focused on increasing sales volume and market share through:

1. Intensification in retail markets that provide positive margins.
2. Increasing digital sales transactions in e-commerce and developing marketplaces.



3. Peningkatan *brand awareness* melalui berbagai media dan *event* skala lokal dan regional, serta kolaborasi dengan beberapa komunitas maupun instansi yang relevan
4. Peningkatan kepuasan pelanggan

3. Increasing brand awareness through various media and local and regional events, as well as collaborations with several relevant communities and institutions.
4. Improving customer satisfaction.

## PANGSA PASAR

Industri semen nasional hingga tahun 2022 mengalami penurunan *demand* sebesar 3,35% dari periode yang sama tahun sebelumnya. Penurunan *demand* terjadi hampir di seluruh wilayah yakni Pulau Sumatra (-5,72%), Pulau Jawa (-3,83%), Pulau Kalimantan (-0,23%), Pulau Sulawesi (-0,39%) dan Pulau Nusa Tenggara (-3,11%). Meski demikian, pertumbuhan terjadi pada bulan Desember 2022 di mana *demand* nasional meningkat 0,6% dari bulan November 2022.

## MARKET SHARE

By 2022, the national cement industry is expected to experience a 3.35% decrease in demand compared to the same period in the previous year. The decline in demand is observed in almost all regions, including Sumatra (-5.72%), Java (-3.83%), Kalimantan (-0.23%), Sulawesi (-0.39%), and Nusa Tenggara (-3.11%). However, in December 2022, there was a growth in demand with a 0.6% increase compared to November 2022.

| Daerah<br>Area                       | Volume Permintaan (Ton)<br>Demand Volumes (Tons) |                   | Pertumbuhan<br>Permintaan<br>Demand Growth (%) |
|--------------------------------------|--------------------------------------------------|-------------------|------------------------------------------------|
|                                      | 2022                                             | 2021              |                                                |
| Sumatra                              | 13.320.963                                       | 14.129.029        | -5,72                                          |
| Jawa<br>Java                         | 33.367.104                                       | 34.695.665        | -3,83                                          |
| Kalimantan                           | 4.246.668                                        | 4.256.616         | -0,23                                          |
| Sulawesi                             | 6.422.512                                        | 6.447.665         | -0,39                                          |
| Nusa Tenggara                        | 3.495.320                                        | 3.607.544         | -3,11                                          |
| Indonesia Timur<br>Eastern Indonesia | 2.180.149                                        | 2.078.071         | 4,91                                           |
| <b>Jumlah<br/>Total</b>              | <b>63.032.715</b>                                | <b>65.214.590</b> | <b>-3,35</b>                                   |

Di wilayah Sumbagsel sendiri *demand* semen tahun 2022 mengalami penurunan sebesar 6,8%. Penurunan *demand* terjadi di wilayah Jambi, Bangka Belitung, Bengkulu dan Lampung. Sedangkan untuk wilayah Sumatra Selatan mengalami pertumbuhan 2,58%.

In the South Sumatra region, the demand for cement in 2022 has decreased by 6.8%. The decline in demand is observed in the Jambi, Bangka Belitung, Bengkulu, and Lampung regions. However, the South Sumatra region experienced growth of 2.58%.

| Daerah<br>Area                        | Volume Permintaan (Ton)<br>Demand Volumes (Tons) |                  | Pertumbuhan<br>Permintaan<br>Demand Growth (%) |
|---------------------------------------|--------------------------------------------------|------------------|------------------------------------------------|
|                                       | 2022                                             | 2021             |                                                |
| Aceh                                  | 1.139.910                                        | 1.275.633        | -10,64                                         |
| Sumatra Utara<br>North Sumatra        | 2.633.299                                        | 2.749.540        | -4,23                                          |
| Sumatra Barat<br>West Sumatra         | 1.127.506                                        | 1.280.204        | -11,93                                         |
| Riau                                  | 1.745.937                                        | 1.742.792        | 0,18                                           |
| Kep. Riau<br>Riau Islands             | 780.274                                          | 755.065          | 3,34                                           |
| <b>Sumbagsel<br/>Southern Sumatra</b> | <b>6.325.795</b>                                 | <b>5.894.037</b> | <b>7,33</b>                                    |
| Jambi                                 | 953.892                                          | 1.059.459        | -9,96                                          |
| Sumatra Selatan<br>South Sumatra      | 2.152.321                                        | 2.098.218        | 2,58                                           |





| Daerah<br>Area  | Volume Permintaan (Ton)<br>Demand Volumes (Tons) |                   | Pertumbuhan<br>Permintaan<br>Demand Growth (%) |
|-----------------|--------------------------------------------------|-------------------|------------------------------------------------|
|                 | 2022                                             | 2021              |                                                |
| Bangka Belitung | 351.069                                          | 354.123           | -0,86                                          |
| Bengkulu        | 524.124                                          | 626.506           | -16,34                                         |
| Lampung         | 1.912.631                                        | 2.187.488         | -12,56                                         |
| <b>Sumatra</b>  | <b>13.320.963</b>                                | <b>14.129.029</b> | <b>-5,72</b>                                   |

Meskipun demikian, Perusahaan berhasil meningkatkan penjualan sebesar 4% sehingga berdampak pula kepada peningkatan *market share* sebesar 3,2% dari 2,9% secara nasional. Adapun penjelasan mengenai *market share* pada masing-masing provinsi adalah sebagai berikut:

1. *Market share* di Sumatra Selatan secara total mengalami penurunan 4% dari tahun lalu. Adapun faktor penyebab penurunan tersebut dari sisi segmen *bulk*, *market share* mengalami penurunan sebesar 14% dikarenakan masalah finansial distributor sehingga tidak dapat mengikuti peningkatan *demand bulk* di Sumsel. Sedangkan *market share* segmen *retail* masih terjaga di angka 54%, sama seperti tahun lalu.
2. *Market share* di wilayah Lampung mengalami pertumbuhan yang cukup signifikan yakni naik sebesar 8% dari realisasi tahun lalu menjadi 37% di tahun 2022. Pertumbuhan *market share* ini ditopang oleh pertumbuhan segmen *retail* sebesar 8% dan segmen *bulk* sebesar 13%.
3. *Market share* di wilayah Jambi mengalami pertumbuhan sebesar 3% menjadi 14% pada tahun 2022 terhadap tahun lalu oleh adanya pertumbuhan *market share* segmen *bulk* yang cukup signifikan sebesar 20%.
4. Di wilayah Bengkulu, Perusahaan berhasil meningkatkan *market share* sebesar 3% menjadi 16% pada tahun 2022 terhadap tahun lalu oleh adanya pertumbuhan *market share* segmen *retail* sebesar 3% dan segmen *bulk* sebesar 1%.
5. Di Bangka Belitung Perusahaan berhasil meningkatkan *market share* sebesar 5% terhadap tahun lalu seiring dengan pertumbuhan *market share* segmen *bulk* sebesar 5%.

Nonetheless, the company managed to increase sales by 4%, which resulted in an increase in market share from 2.9% to 3.2% nationally. The explanation for each province's market share is as follows:

1. The Company's market share in South Sumatra has decreased by a total of 4% from the previous year. The decline is mainly due to a 14% decrease in the bulk market share segment, which was caused by distributors' financial problems, making it difficult for them to keep up with the increased demand for bulk cement in South Sumatra. Meanwhile, the market share for the retail segment is maintained at 54%, the same as last year.
2. The Company's market share in the Lampung region experienced significant growth, increasing by 8% from the previous year to reach 37% in 2022. The growth in market share was supported by an 8% growth in the retail segment and a 13% growth in the bulk segment.
3. The Company's market share in the Jambi region has grown by 3% to reach 14% in 2022 compared to last year, mainly due to a significant growth in the bulk segment market share of 20%.
4. In the Bengkulu region, the Company succeeded in increasing its market share by 3% to reach 16% in 2022 compared to last year, driven by a 3% growth in market share in the retail segment and a 1% growth in the bulk segment.
5. In the Bangka Belitung region, the Company succeeded in increasing its market share by 5% compared to last year, driven by a 5% growth in market share for the bulk segment.

| Wilayah<br>Area                       | Volume<br>Penjualan (Ton)<br>Sales Volume<br>(Tons) | Volume<br>Permintaan (Ton)<br>Demand Volume<br>(Tons) | Market Share<br>2022<br>(%) | Market Share<br>2021<br>(%) | Pertumbuhan<br>Market Share<br>Market Share<br>Growth (%) |
|---------------------------------------|-----------------------------------------------------|-------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------------------------------------|
| Jambi                                 | 133.335                                             | 953.892                                               | 14                          | 11                          | 3                                                         |
| Sumatra Selatan<br>South Sumatra      | 1.063.409                                           | 2.152.321                                             | 49                          | 53                          | -4                                                        |
| Bangka Belitung                       | 19.860                                              | 351.069                                               | 6                           | 1                           | 5                                                         |
| Bengkulu                              | 81.960                                              | 524.124                                               | 16                          | 13                          | 3                                                         |
| Lampung                               | 710.296                                             | 1.912.631                                             | 37                          | 29                          | 8                                                         |
| <b>Sumbagsel<br/>Southern Sumatra</b> | <b>2.008.860</b>                                    | <b>6.325.795</b>                                      | <b>34</b>                   | <b>31</b>                   | <b>3</b>                                                  |
| Kalimantan Barat<br>West Kalimantan   | -                                                   | 1.184.980                                             | -                           | -                           | -                                                         |



Kondisi *market share* nasional saat ini masih didominasi oleh Semen Indonesia Group (SIG), di mana *market share* salah satu produsen semen *group* terbesar nasional tersebut mencapai 47%, disusul oleh Semen Tiga Roda mencapai 25%, selanjutnya Semen Conch dan Semen Merah Putih sebesar 7%, Semen Bosowa, Semen Singa Merah dan Semen Baturaja mencapai 3%, Semen Jui Shin Garuda, SCG dan Bima 2%. Dengan bergabungnya Semen Baturaja ke dalam *holding* SIG di penghujung tahun 2022, maka volume penjualan dan *market share* Semen Indonesia di tahun 2023 akan semakin besar.

The Semen Indonesia Group (SIG) currently dominates the national cement market share with 47%, followed by Semen Tiga Roda at 25%, and Semen Conch and Semen Merah Putih at 7%. Semen Bosowa, Semen Singa Merah, and Semen Baturaja each have a 3% share, while Semen Jui Shin Garuda, SCG, and Bima have 2% each. With Semen Baturaja's inclusion into the SIG holding at the end of 2022, Semen Indonesia's sales volume and market share in 2023 are expected to increase further.

| Produsen<br>Producer | Volume Penjualan (Ton)<br>Sales Volume (Tons) | Marketshare (%) |
|----------------------|-----------------------------------------------|-----------------|
| Semen Indonesia      | 29.623.827                                    | 47              |
| Semen Baturaja       | 2.008.935                                     | 3               |
| Semen Merah Putih    | 4.384.927                                     | 7               |
| Tiga Roda            | 15.504.996                                    | 25              |
| Semen Garuda         | 1.234.355                                     | 2               |
| SCG                  | 1.195.250                                     | 2               |
| Semen Bima           | 1.164.957                                     | 2               |
| Semen Singa Merah    | 1.702.881                                     | 3               |
| Conch                | 4.487.464                                     | 7               |
| Bosowa               | 1.725.124                                     | 3               |
| Semen Kupang         | -                                             | -               |



# PERUBAHAN PERATURAN PERUNDANG-UNDANGAN TERHADAP PERUSAHAAN PADA TAHUN BUKU TERAKHIR

## CHANGES IN LEGAL REGULATIONS AGAINST COMPANIES IN THE LAST FISCAL YEAR

Perusahaan berkomitmen untuk patuh terhadap peraturan perundang-undangan. Sehingga Perusahaan senantiasa memperhatikan perubahan perundang-undangan untuk diimplementasikan ke dalam kegiatan usahanya. Adapun perubahan peraturan perundang-undangan yang berpengaruh terhadap Perusahaan pada tahun 2022 adalah sebagai berikut:

The Company is committed to complying with all relevant laws and regulations, and thus, continuously monitors changes in legislation that may affect its business activities. The following are the changes in laws and regulations that impacted the Company in 2022:

| No | Peraturan Perundang-undangan<br>Legislation                                                                                                                                                                                                                                                                                                                                                                        | Pokok Perubahan<br>Principal Changes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Dampak Bagi Perusahaan<br>Impact on the Company                                                                                                                                                                                                                                                                                                                                                                                     | Upaya Mitigasi<br>Mitigation Efforts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Undang-Undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan<br>Law No. 7 of 2021 concerning Harmonization of Tax Regulations                                                                                                                                                                                                                                                                           | <ol style="list-style-type: none"> <li>Perubahan tarif dan <i>bracket</i> Pajak Penghasilan orang pribadi</li> <li>Tarif PPh Badan ditetapkan tetap menjadi 22% untuk tahun pajak 2022 dan seterusnya</li> <li>Kenaikan tarif PPN dimana 11% berlaku pada tanggal 01 April 2022</li> </ol> <ol style="list-style-type: none"> <li>Changes in individual Income Tax rates and brackets</li> <li>The Corporate Income Tax rate is fixed at 22% for the 2022 tax year and so on</li> <li>The increase in the VAT rate of 11% will take effect on April 01, 2022</li> </ol> | <ol style="list-style-type: none"> <li>Penyesuaian sistem perhitungan PPh 21</li> <li>Penyesuaian anggaran atas kenaikan PPN pembelian barang/jasa yang tidak dapat dikreditkan (menjadi biaya)</li> </ol> <ol style="list-style-type: none"> <li>Adjustment of PPh 21 calculation system</li> <li>Adjustment of the budget for the increase in VAT for the purchase of uncredited goods/services (turned into expenses)</li> </ol> | <ol style="list-style-type: none"> <li>Telah dilakukan penyesuaian tarif dan <i>bracket</i> PPh 21 serta tarif PPN pada ERP</li> <li>Perusahaan telah menggunakan tarif PPh Badan sesuai peraturan yang berlaku</li> <li>Perusahaan telah memastikan faktur pajak PPN yang diterima dari rekanan telah sesuai dengan tarif yang berlaku</li> </ol> <ol style="list-style-type: none"> <li>Adjustments to PPh 21 rates and brackets as well as VAT rates in the ERP have been made</li> <li>The Company has used the Corporate Income Tax rate in accordance with applicable regulations</li> <li>The Company has ensured that VAT tax invoices received from partners are in accordance with the applicable rates</li> </ol> |
| 2  | Peraturan Pemerintah Republik Indonesia No. 9 Tahun 2022 Tentang Perubahan Kedua Atas Peraturan Pemerintah No. 51 Tahun 2008 Tentang Pajak Penghasilan Atas Penghasilan Dari Usaha Jasa Konstruksi<br>Government Regulation of the Republic of Indonesia No. 9 of 2022 concerning the Second Amendment to Government Regulation No. 51 of 2008 concerning Income Tax on Income from Construction Services Business | <ol style="list-style-type: none"> <li>Perubahan pengelompokan layanan jasa konstruksi</li> <li>Perubahan tarif PPh Final atas jasa konstruksi</li> </ol> <ol style="list-style-type: none"> <li>Changes in the grouping of construction services</li> <li>Changes in Final Income Tax rates for construction services</li> </ol>                                                                                                                                                                                                                                       | Penyesuaian tarif PPh Pasal 4 ayat (2) atas jasa konstruksi pada ERP<br>Adjustment of Article 4 paragraph (2) PPh rates for construction services in the ERP                                                                                                                                                                                                                                                                        | Telah dilakukan penyesuaian pada ERP<br>An adjustment has been made to the ERP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



# PERUBAHAN KEBIJAKAN AKUNTANSI YANG DITERAPKAN PERUSAHAAN PADA TAHUN BUKU TERAKHIR

## CHANGES IN ACCOUNTING POLICIES IMPLEMENTED IN THE LAST FISCAL YEAR

| No | Perubahan Kebijakan Akuntansi<br>Changes in Accounting Policy | Penjelasan/Alasan Perubahan<br>Explanation/Reason for Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Dampak terhadap Perusahaan<br>Impact on the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Piutang Receivables                                           | <p>Sehubungan dengan telah bergabungnya Perusahaan dengan Semen Indonesia (SIG) maka kebijakan terkait estimasi cadangan penurunan nilai piutang diubah sesuai dengan kebijakan yang berlaku di SIG. Adapun perubahan kebijakan tersebut atas <i>Bucket Aging</i> Piutang, segmentasi Distributor dan Jaminan Distributor.</p> <p>As a result of the Company's merger with the Semen Indonesia (SIG), the policies related to estimating the allowance for impairment of receivables have been changed to align with SIG's policies. The changes pertain to Receivables Aging Bucket, Distributor segmentation, and Distributor Guarantee.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Dampaknya secara kuantitatif terhadap laporan keuangan di tahun 2020 senilai Rp310 miliar, tahun 2021 senilai (Rp27 miliar), dan tahun 2022 senilai (Rp25 miliar). Perubahan kebijakan akuntansi tersebut berlaku di <i>Holding Company</i> secara retrospektif.</p> <p>The quantitative impact on the financial statements in 2020 is IDR 310 billion, in 2021 it amounts to IDR 27 billion, and in 2022 it is valued at IDR 25 billion. Changes in the accounting policies apply to the Holding Company retrospectively.</p>  |
| 2  | Persediaan Inventories                                        | <p>Sehubungan dengan telah bergabungnya Perusahaan dengan Semen Indonesia (SIG) maka kebijakan terkait estimasi cadangan penurunan nilai persediaan diubah sesuai dengan kebijakan yang berlaku di SIG. Kebijakan estimasi cadangan penurunan nilai persediaan yang berlaku di SIG menggunakan pendekatan kombinasi antara penelaahan umur persediaan dan pengecekan fisik secara langsung, dengan ketentuan pencadangan sebagai berikut:</p> <ul style="list-style-type: none"><li>&lt; 1 Tahun sebesar 0%</li><li>1-5 Tahun sebesar 10 %</li><li>5-10 Tahun sebesar 25 %</li><li>&gt;10 Tahun sebesar 50 %</li></ul> <p>As part of the Company's integration into the Semen Indonesia (SIG), a new policy has been adopted for estimating reserves for inventory impairment, in line with SIG's existing policies. The policy for estimating inventory write-down reserves at SIG is based on a combination of inventory aging analysis and direct physical inspection. Under this policy, reserves are allocated as follows:</p> <ul style="list-style-type: none"><li>&lt;1 year at 0%</li><li>1-5 years at 10%</li><li>5-10 years at 25%</li><li>&gt;10 years at 50%</li></ul> | <p>Dampaknya secara kuantitatif terhadap laporan keuangan tahun 2020 senilai Rp30,27 miliar, tahun 2021 senilai Rp2,4 miliar, dan tahun 2022 senilai Rp816,74 Juta. Perubahan kebijakan akuntansi tersebut berlaku di <i>Holding Company</i> secara retrospektif.</p> <p>The quantitative impact on the financial statements for 2020 was IDR30.27 billion, in 2021 it was IDR2.4 billion, and in 2022 it was IDR816.74 million). Changes in the accounting policies apply to the Holding Company retrospectively.</p>             |
| 3  | Aset Tak berwujud Intangible Assets                           | <p>Sehubungan dengan telah bergabungnya Perusahaan dengan Semen Indonesia (SIG) maka kebijakan terkait masa manfaat aset tak berwujud mengikuti kebijakan yang berlaku di SIG.</p> <p>In connection with the Company's merger with the Semen Indonesia (SIG), the policies regarding the useful life of intangible assets have been adjusted to align with the policies that apply in SIG.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Dampaknya secara kuantitatif terhadap laporan keuangan tahun 2020 senilai Rp17,78 miliar, tahun 2021 senilai Rp8,89 miliar dan tahun 2022 senilai Rp9,45 miliar. Perubahan kebijakan akuntansi tersebut berlaku di <i>Holding Company</i> secara retrospektif.</p> <p>The quantitative impact on the financial statements for the years 2020, 2021, and 2022 amounted to Rp17.78 billion, Rp8.89 billion, and Rp9.45 billion, respectively. The accounting policy change is retrospectively applied to the Holding Company.</p> |



# TINGKAT KESEHATAN PERUSAHAAN

## COMPANY HEALTH LEVEL

Perusahaan memiliki perangkat untuk melakukan pengukuran Tingkat Kesehatan Perusahaan. Hal ini mengacu pada keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 04 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara. Tingkat Kesehatan Perusahaan melalui keputusan Menteri BUMN ini diukur melalui beberapa indikator, yakni aspek keuangan, aspek operasional, dan aspek administrasi.

Adapun Tingkat Kesehatan Perusahaan untuk tahun 2022 berjumlah "73,50" yang berarti tingkat kesehatannya dikategorikan "SEHAT"

The Company has a tool to measure its health level, as established by the decision of the Minister of State-Owned Enterprises No. KEP-100/MBU/2002 dated June 04, 2002, which outlines the assessment of health level for state-owned enterprises. The Company's health level is evaluated based on several indicators, including financial, operational, and administrative aspects, as determined by the decree of the Minister of State-Owned Enterprises.

The company's health level for 2022 is "73.50" which means that the health level is categorized as "HEALTHY"

**Tabel Tingkat Kesehatan Perusahaan dalam 2 (dua) Tahun Terakhir**  
Table of Company Health Level in the Last 2 (two) Years

| No                                                   | Uraian<br>Description                                                                          | Bobot<br>Weight | Realisasi<br>Realization |       |
|------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------|--------------------------|-------|
|                                                      |                                                                                                |                 | 2022                     | 2021  |
| Aspek Keuangan<br>Financial Aspect                   |                                                                                                |                 |                          |       |
| 1                                                    | ROE (%)                                                                                        | 20,00           | 5,50                     | 4,00  |
| 2                                                    | ROI (%)                                                                                        | 15,00           | 7,50                     | 6,00  |
| 3                                                    | Cash Ratio (%)                                                                                 | 5,00            | 5,00                     | 5,00  |
| 4                                                    | Current Ratio (%)                                                                              | 5,00            | 5,00                     | 5,00  |
| 5                                                    | Collection Period (hari) / (days)                                                              | 5,00            | 5,00                     | 5,00  |
| 6                                                    | Perputaran Persediaan (hari)<br>Inventory Turnover (days)                                      | 5,00            | 5,00                     | 5,00  |
| 7                                                    | Perputaran Total Aset (%)<br>Total Asset Turnover (%)                                          | 5,00            | 2,00                     | 2,00  |
| 8                                                    | Rasio Total Modal Sendiri Terhadap Total Aset (%)<br>Ratio of Total Equity to Total Assets (%) | 5,00            | 8,50                     | 8,50  |
| Total Aspek Keuangan<br>Total Financial Aspects      |                                                                                                | 70,00           | 43,50                    | 40,50 |
| Aspek Operasional<br>Operational Aspect              |                                                                                                |                 |                          |       |
| 1                                                    | Produktivitas Tenaga Kerja<br>Manpower Productivity                                            | 5,00            | 5,00                     | 5,00  |
| 2                                                    | Pencapaian Efisiensi Produksi<br>Achievement of Production Efficiency                          |                 |                          |       |
|                                                      | Hari Operasi Kiln<br>Kiln Operation Day                                                        | 5,00            | 5,00                     | 5,00  |
| 3                                                    | Index Pemakaian Bahan<br>Material Usage Index                                                  |                 |                          |       |
|                                                      | Listrik<br>Electricity                                                                         | 2,50            | 2,50                     | 2,50  |
|                                                      | Konsumsi Panas<br>Heat Consumption                                                             | 2,50            | 2,50                     | 2,50  |
| Total Aspek Operasional<br>Total Operational Aspects |                                                                                                | 15,00           | 15,00                    | 15,00 |





**Tabel Tingkat Kesehatan Perusahaan dalam 2 (dua) Tahun Terakhir**  
Table of Company Health Level in the Last 2 (two) Years

| No                                                          | Uraian<br>Description                                                            | Bobot<br>Weight | Realisasi<br>Realization |         |
|-------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------|--------------------------|---------|
|                                                             |                                                                                  |                 | 2022                     | 2021    |
| Aspek Administrasi<br>Administrative Aspect                 |                                                                                  |                 |                          |         |
| 1                                                           | Laporan Perhitungan Tahunan<br>Annual Calculation Report                         | 3,00            | 3,00                     | 3,00    |
| 2                                                           | Rancangan RKAP<br>Draft RKAP                                                     | 3,00            | 3,00                     | 3,00    |
| 3                                                           | Laporan Periodik<br>Periodic Reports                                             | 3,00            | 3,00                     | 3,00    |
| 4                                                           | Kinerja PUKK<br>PUKK Performance                                                 |                 |                          |         |
|                                                             | Efektivitas Penyaluran<br>Distribution Effectiveness                             | 3,00            | 3,00                     | 3,00    |
|                                                             | Tingkat Kolektibilitas Pengembalian Pinjaman<br>Loan Return Collectibility Level | 3,00            | 3,00                     | 3,00    |
| Total Aspek Administrasi<br>Total Aspects of Administration |                                                                                  | 15,00           | 15,00                    | 15,00   |
| Total Skor<br>Total Score                                   |                                                                                  | 100,00          | 73,50                    | 70,50   |
| Tingkat Kesehatan<br>Health Level                           |                                                                                  |                 | "SEHAT"                  | "SEHAT" |





# INFORMASI KELANGSUNGAN USAHA

## BUSINESS CONTINUITY INFORMATION

### HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA

Kelangsungan usaha perusahaan dapat dipengaruhi oleh kondisi Eksternal dan Kondisi Internal Perusahaan. Tidak semua variabel dapat dikontrol, walaupun dapat dimitigasi. Rincian faktor-faktor yang berpengaruh terhadap kelangsungan usaha Semen Baturaja diuraikan sebagai berikut:

1. Kondisi *oversupply* kapasitas terpasang industri semen diprediksi masih terjadi di tahun 2023 di mana total kapasitas terpasang sebesar 116 juta ton. Sementara serapan konsumsi semen hanya berkisar 75,57 juta ton.
2. Kenaikan harga BBM Industri dan rencana penerapan kebijakan Zero ODOL pada awal tahun 2023 merupakan tantangan bagi Perusahaan. Namun, Perusahaan tetap berupaya mematuhi semua regulasi dan terus mencari alternatif sistem distribusi dan moda transportasi yang paling efisien.
3. Tren kenaikan harga batubara mengikuti Harga Batubara Acuan (HBA) yang berdampak pada tingginya biaya produksi. Perusahaan terbantu dengan adanya Keputusan Menteri ESDM RI No. 58.K/HK.02/MEM.B/2022 tentang Harga Jual batubara Untuk Pemenuhan Kebutuhan Bahan Baku/Bahan Bakar Industri di Dalam Negeri yang menetapkan *Domestic Market Obligation* (DMO) sebesar \$90 per ton dan berlaku mulai 01 April 2022.
4. Sebagai langkah antisipasi rencana pemerintah dalam menerapkan pajak karbon di tahun 2025, Perusahaan menggunakan bahan bakar alternatif dan material substitusi serta menurunkan faktor terak.
5. Arahan Presiden yang tertuang dalam Instruksi Presiden No. 2 Tahun 2022 tentang Percepatan Peningkatan Penggunaan Produk Dalam Negeri dan Produk Usaha Mikro, Usaha Kecil, dan Koperasi Dalam Rangka Menyukseskan Gerakan Nasional Bangga Buatan Indonesia pada Pelaksanaan Pengadaan Barang/Jasa Pemerintah.

Kondisi internal juga memiliki kontribusi dalam kelangsungan usaha Perusahaan, antara lain mencakup:

1. Keterbatasan cadangan batu kapur eksisting.
2. Kinerja Perusahaan pada tahun 2022 menunjukkan pertumbuhan yang baik berbanding tahun 2021.
3. Tambang II Pelawi yang masih terkendala pembebasan lahan sehingga hasil produksi masih belum optimal.

### ISSUES WITH POTENTIAL SIGNIFICANT IMPACT ON THE COMPANY'S BUSINESS CONTINUITY

The Company's business continuity is subject to both external and internal conditions that may affect its operations. While not all variables can be controlled, the Company endeavors to mitigate their impact. Below are the factors that have affected the business continuity of Semen Baturaja in 2022:

1. The cement industry is facing an oversupply of installed capacity, with total installed capacity at 116 million tons and cement consumption around 75.57 million tons. This condition is predicted to continue in 2023.
2. The Company is challenged by the increase in industrial fuel prices and the implementation of the Zero ODOL policy in early 2023. Despite these challenges, the Company complies with all regulations and seeks alternative distribution systems and transportation modes to optimize efficiency.
3. The trend of rising coal prices, following the Coal Reference Price (HBA), has led to high production costs. The Company is assisted by the Decree of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 58.K/HK.02/MEM.B/2022, which stipulates a Domestic Market Obligation (DMO) of \$90 per ton and became effective on April 01, 2022.
4. The Company anticipates the government's plan to implement a carbon tax in 2025 by using alternative fuels and substitute materials, as well as reducing the clinker factor.
5. The Presidential Instruction No. 2 of 2022, concerning Accelerating the Increase in the Use of Domestic Products and Products of Micro, Small Enterprises, and Cooperatives in the Context of Succeeding the Proud Made in Indonesia National Movement in the Implementation of Government Procurement of Goods/ Services, has implications for the Company's business operations.

Internal conditions also contribute to the continuity of the Company's business, including among others:

1. Limited existing limestone reserves.
2. The Company's performance in 2022 shows good growth compared to 2021.
3. Mine II Pelawi which is still constrained by land acquisition so that production results are still not optimal.



## ASUMSI YANG DIGUNAKAN DALAM MELAKUKAN ASSESSMENT

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan *assessment* 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. Arah Pemegang Saham dan Dewan Komisaris.

Perusahaan termasuk di dalam kelompok Klaster Jasa Infrastruktur sub klaster semen dengan visi dan misi *roadmap* 2020 -2024 menjadi Perusahaan Semen penyedia bahan bangunan kelas dunia dengan memberikan dampak ekonomi dan sosial yang diwujudkan dengan:

1. Secara aktif membentuk industri bahan bangunan Indonesia dan kebijakan pendukungnya;
2. Peningkatan operasi berkelanjutan;
3. Optimalisasi *end-to-end Inventories chain*;
4. Inovasi *retail* dan model bisnis distribusi serta;
5. Penguasaan pasar dan industri yang ramah lingkungan.

Bersama dengan visi dan misi tersebut, meningkatkan pertumbuhan nilai kepada para pemegang saham melalui peningkatan pencapaian kinerja keuangan yang didukung pencapaian *operational excellent* dengan tetap memperhatikan potensi dampak perpanjangan Covid-19 terhadap kondisi pasar dan kontribusi segmen semen. Pendalaman implementasi strategi Sub Klaster Semen (SIG & SMBR) dalam hal ini yaitu:

1. Mengoptimalkan utilisasi pabrik untuk mendukung penguatan strategi pemasaran dan pengembangan bisnis produk turunan semen serta diversifikasi bisnis.
2. Inisiatif kepemimpinan biaya dengan *cost leadership* melalui praktik terbaik di bidang produksi, implementasi teknologi industri 4.0, mengoptimalkan jaringan dan rantai pasok secara menyeluruh, memaksimalkan fasilitas distribusi, dan penerapan praktik berkelanjutan serta ekonomi sirkuler.
3. Penggunaan bahan baku substitusi dalam produksi semen.
4. Optimalisasi aset non produktif untuk memberikan nilai tambah bagi Perusahaan.

Pada tahun 2022, Perusahaan meneruskan keberhasilan program efisiensi SMBRGO45, yaitu pada utilisasi 45% Perusahaan mampu mencapai *Break Even Point* (BEP) yang telah diterapkan mulai akhir tahun 2020. Program ini menjadi strategi utama yang dijalankan untuk mencapai target dan sasaran Perusahaan, karena memungkinkan Perusahaan menekan biaya dan meningkatkan *margin*.

Secara menyeluruh, berikut ini merupakan penjabaran inisiatif strategis Perusahaan yang disesuaikan dengan kategori prioritas Kementerian BUMN adalah sebagai berikut:

## ASSUMPTIONS USED IN CONDUCTING THE ASSESSMENT

Some of the factors considered by management in conducting an assessment of business continuity are as follows:

1. Operational and financial performance.
2. Current issues related to the cement industry, related to changes in government regulations/policies, prices of raw materials and others.
3. Directions of Shareholders and the Board of Commissioners.

The Company is included in the Infrastructure Services Cluster group for the cement sub-cluster with the 2020-2024 roadmap vision and mission to become a world-class provider of cement companies by providing economic and social impacts that are realized by:

1. Actively shape Indonesia's building materials industry and its supporting policies;
2. Continuous operation improvement;
3. End-to-end Inventories chain optimization;
4. Retail innovation and distribution business models as well;
5. Domination of environmentally friendly markets and industries.

Together with this vision and mission, increase value growth for shareholders through increased financial performance achievement supported by achievement of operational excellence while taking into account the potential impact of the extension of Covid-19 on market conditions and the contribution of the cement segment. In-depth implementation of the Cement Sub Cluster strategy (SIG & SMBR) in this regard, namely:

1. Optimizing Plant utilization to support the strengthening of marketing strategy and business development of cement derivative products as well as business diversification.
2. Cost leadership initiatives with cost leadership through best practices in production, implementation of industrial technology 4.0, optimizing networks and Inventories chains as a whole, maximizing distribution facilities, and implementing sustainable practices and circular economy.
3. Use of substitute raw materials in cement production.
4. Optimization of non-productive assets to provide added value to the Company.

In 2022, the Company plans to continue the successful implementation of the SMBRGO45 efficiency program, which was initiated at the end of 2020. The program aims to achieve the Break Even Point (BEP) at 45% utilization, which has proven to be effective in enabling the Company to meet its targets and goals. This program serves as the Company's main strategy as it allows for cost savings and increased margins.

Overall, the following is a description of the Company's strategic initiatives, which are adjusted to the priority categories of the Ministry of SOE, as follows:



## 1. Nilai Ekonomi dan Nilai Sosial Untuk Indonesia

## a. Inisiatif SMBRGO45

Inisiatif SMBRGO45 telah dilaksanakan sejak akhir tahun 2020 dan terdiri dari langkah-langkah peningkatan pendapatan dengan mencapai volume penjualan semen maupun produk hilir, *pricing strategy* yang diikuti oleh pengurangan biaya melalui langkah efisiensi sehingga diperoleh titik impas (*break even point*) diutilisasi 45% atau penjualan sebesar ±145.000 ton per bulan. Dengan strategi antara lain:

- Peningkatan volume penjualan sebesar 7%, untuk segmen ritel dengan melakukan intensifikasi di wilayah pasar yang ada saat ini yang masih dapat memberikan margin positif. Untuk segmen curah, dilakukan peningkatan kerjasama suplai semen dengan BUMN Karya.
- Melakukan *pricing strategy* untuk mengoptimalkan pendapatan.
- Efisiensi biaya produksi terutama dengan menjaga komposisi pemakaian batubara Bukit Asam dan non Bukit Asam, menjaga faktor terak, menjaga kestabilan operasi, memprioritaskan produksi di pabrik Baturaja II yang lebih efisien serta memperbanyak penambangan batu kapur dengan metode *blasting*.
- Perubahan pola operasi dengan mengalihkan produksi semen dari pabrik Panjang ke Pabrik Baturaja.
- Efisiensi biaya administrasi dan umum, dengan menurunkan beban kebutuhan kantor & komunikasi, jasa *outsourcing*, biaya sewa kendaraan, gedung & peralatan kantor serta biaya umum lainnya.
- Sinergi dengan BUMN lain (*circular economy*) untuk mendapatkan suplai bahan alternatif untuk substitusi bahan baku dan bahan bakar, penjualan/kerjasama suplai semen serta penjualan *white clay*.
- Menjaga ketersediaan semen di pasar dengan mengoptimalkan pola distribusi dan manajemen gudang.
- Menjaga likuiditas dan solvabilitas dengan indikator nilai *cash ratio* >35%, *current ratio* >125% dan nilai *Debt to Equity Ratio* sebesar 66%.
- Menjaga kualitas piutang dengan *turn over* piutang <120 hari dan penurunan piutang jatuh tempo.
- Implementasi *best practice* operasional untuk menurunkan indeks listrik per ton semen menjadi 90 kWh/ton semen, konsumsi *energy thermal* 771 kcal/kg terak.
- Peningkatan pemanfaatan limbah B3 untuk memperoleh pendapatan kompensasi pengelolaan limbah B3 Rp6,98 miliar.
- Implementasi penguatan Manajemen Risiko untuk mencapai nilai *Risk Maturity Index* (RMI) sebesar 3,96.
- Menjaga citra Perusahaan dan memenuhi kepatuhan terhadap peraturan dan perundang-undangan yang berlaku untuk mencapai skor GCG sebesar 93.

## 1. Economic Value and Social Value for Indonesia

## a. SMBRGO45 Initiative

The SMBRGO45 initiative has been implemented since the end of 2020 and consists of steps to increase revenue by achieving sales volume of cement and downstream products, pricing strategy followed by cost reduction through efficiency measures to obtain a break even point at 45% utilization or sales of ±145,000 tons per month. With strategies including:

- Increase in sales volume by 7%, for the retail segment by intensifying existing market areas that can still provide positive margins. For the bulk segment, there is an increase in cement Inventories cooperation with BUMN Karya.
- Performing a pricing strategy to optimize revenue.
- Efficiency in production costs, especially by maintaining the composition of Bukit Asam and non-Bukit Asam coal use, maintaining the clinker factor, maintaining operational stability, prioritizing production at the more efficient Baturaja II Plant and increasing the limestone mining using the blasting method.
- Changing the pattern of operations by shifting cement production from the Panjang Plant to the Baturaja Plant.
- Efficiency of administrative and general costs, by reducing the Expenses on office & communication needs, outsourcing services, vehicle rental costs, building & office equipment and other general costs.
- Synergy with other SOEs (*circular economy*) to obtain alternative material supplies for substitution of raw materials and fuel, sale/cooperation of cement Inventories and sale of white clay.
- Maintain the availability of cement in the market by optimizing distribution patterns and warehouse management.
- Maintaining liquidity and solvency with an indicator of a cash ratio of >35%, a current ratio of >125% and a Debt to Equity Ratio of 66%.
- Maintaining the quality of Trade Receivables by turning over receivables <120 days and decreasing receivables due.
- Implementation of operational best practices to reduce the electricity index per ton of cement to 90 kWh/ton of cement, thermal energy consumption to 771 kcal/kg of clinker.
- Increased utilization of B3 waste to obtain B3 waste management compensation income of IDR6.98 billion.
- Implementation of strengthening Risk Management to achieve a Risk Maturity Index (RMI) value of 3.96.
- Maintaining the Company's image and fulfilling compliance with applicable laws and regulations to achieve a GCG score of 93.



## 2. Inovasi Bisnis

- Pengembangan *channel* pemasaran dengan memanfaatkan teknologi digital melalui pengembangan *market place* Build.id dan peningkatan penjualan melalui Tokopedia sebesar 100% berbanding target tahun 2021.
- Pengembangan produk hilir untuk memperoleh pendapatan sebesar Rp35 miliar melalui penjualan *white clay* dan mortar.

## 3. Kepemimpinan Teknologi

- Plant Automation* Proses Produksi berbasis *Industry 4.0* untuk mendukung pencapaian *road map* INDI 4.0.
- Implementasi Pengembangan IT sesuai *Masterplan* Teknologi Informasi (MPTI).
- Peningkatan IT *Maturity Level* dengan *Control Objectives for Information and related Technology* (COBIT) 2019. Pencapaian Perusahaan saat ini adalah skor 3,68 lebih besar dari target yang diminta oleh Kementerian BUMN yaitu 3,0 dan akan terus ditingkatkan hingga mencapai 4,5.

## 4. Peningkatan Investasi

Pelaksanaan investasi tahun 2022 yang terdiri dari investasi pengembangan dan investasi rutin dalam rangka mendukung inisiatif strategis, antara lain:

- Percepatan Pengurusan Persiapan Operasi Tambang Ketiga dan mencari lokasi tambang baru serta melanjutkan pembebasan lahan Tambang II di Pelawi.
- Pengembangan Fasilitas Bangunan Pabrik Tahun 2022, fasilitas bangunan pabrik yang dikembangkan adalah fasilitas untuk limbah B3 *Spent Bleaching Earth* (SBE) untuk mempermudah transportasi SBE untuk digunakan dalam proses produksi *raw meal* sebagai substitusi tanah liat.
- Optimalisasi dan Efisiensi Pabrik Investasi di bidang teknologi dalam rangka optimalisasi dengan efisiensi operasi pabrik dan biaya produksi serta untuk meningkatkan *performance* pabrik. Dengan mempertimbangkan pembiayaan kegiatan investasi ini direncanakan bertahap dalam beberapa tahun (*multi years*).
- Pembangunan Kantor Pusat Dengan mempertimbangkan aspek pemanfaatan aset lahan yang sudah ada, kondisi akses jalan kantor pusat (Kertapati) yang padat, biaya sewa tanah terus meningkat serta kapasitas kantor yang kurang memadai, direncanakan akan dilakukan pembangunan kantor pusat baru. Strategi persiapan pembangunan kantor pusat sejalan dengan rencana pembangunan *Distribution Center* Palembang.
- Penyediaan kebutuhan *spare part* untuk mendukung kelancaran pabrik. Perencanaan pembelian *spare part* ditentukan berdasarkan prioritas kebutuhan, riwayat peralatan, rencana *annual shut down*, serta *consumable parts*.

## 2. Business Innovation

- Development of marketing channels by utilizing digital technology through developing the Build.id market place and increasing sales through Tokopedia by 100% compared to the 2021 target.

- Development of downstream products to obtain revenue of IDR35 billion through the sale of white clay and mortar.

## 3. Technology Leadership

- Industry 4.0-based Production Process Automation Plant to support the achievement of the INDI 4.0 road map.
- Implementation of IT Development in accordance with the Information Technology Master Plan (MPTI).
- Increased IT Maturity Level with Control Objectives for Information and related Technology (COBIT) 2019. The current the Company achievement is a score of 3.68 which is higher than the target requested by the Ministry of SOE, which is 3.0 and will continue to be improved until it reaches 4.5.

## 4. Investment Energize

Implementation of investments in 2022 consisting of development investments and routine investments in order to support strategic initiatives, including:

- Accelerating the preparation of the Third Mine Operation and searching for a new mine location and continuing land acquisition for Mine II in Pelawi.
- Development of Plant Building Facilities In 2022, the Plant building facilities that will be developed are facilities for B3 Spent Bleaching Earth (SBE) waste to facilitate the transportation of SBE for use in the raw meal production process as a substitute for clay.
- Plant Optimization and Efficiency Investment in technology in order to optimize the efficiency of Plant operations and production costs as well as to improve Plant performance. Taking into account the financing of this investment activity, it is planned in stages over several years (*multi-years*).
- Head Office Development Taking into account the aspect of utilization of existing land assets, the congested condition of access to the head office (Kertapati), land rental costs continue to increase and inadequate office capacity, it is planned to build a new head office. The strategy for preparing for the construction of the head office is in line with the development plan for the Palembang Distribution Center.
- Provision of spare part needs to support the smooth running of the Plant. Planning for purchasing spare parts is determined based on priority needs, equipment history, annual shut down plans, and consumable parts.





## 5. Pengembangan Talenta

- Pengembangan *Talent Pool***  
Strategi yang dilakukan untuk meningkatkan kompetensi karyawan dengan memberikan sertifikasi yang sesuai dengan kebutuhan kerja dan *training*.
- Transformasi menuju budaya *unified performance driven*** di mana penerapan budaya Perusahaan BUMN yaitu AKHLAK akan dilakukan *survey* pengukuran untuk mengetahui *engagement*/keterikatan budaya AKHLAK insan karyawan SMBR.
- Pengembangan Sistem Manajemen Talenta**  
Langkah untuk mengembangkan sistem untuk mengukur kompetensi karyawan dan memenuhi gap.
- Peranan talenta penyandang disabilitas**  
Implementasi *blue print* pemenuhan amanat Undang-undang Nomor 8 Tahun 2016 tentang Penyandang Disabilitas.
- Pelayanan umum yang terdiri dari program kerja penanganan aset dengan membangun pagar pembatas wilayah dan program kerja sertifikasi lahan atas lahan di desa Pusar.**
- Inisiatif #SMBRGO3T**  
Program ini telah dimulai pada tahun 2021 yang merupakan rencana peningkatan produktivitas tenaga kerja yang terdiri dari Tenaga Kerja Alih Daya (TKAD), karyawan kontrak dan karyawan tetap. Program ini merupakan program *multi years* yang disesuaikan dengan kondisi Perusahaan dengan target 3.000 ton/tenaga kerja per tahun pada tahun 2024.

## 5. Talent Development

- Talent Pool Development**  
The strategy undertaken is to increase employee competence by providing certification according to work needs and training.
- The transformation towards a unified performance driven culture** in which the application of the SOE corporate culture, namely AKHLAK, will be carried out by a measurement survey to determine engagement/attachment to the AKHLAK culture of SMBR employees.
- Talent Management System Development**  
Steps to develop a system to measure employee competency and fill gaps.
- The role of talents with disabilities**  
Implementation of the blue print to fulfill the mandate of Law Number 8 of 2016 concerning Persons with Disabilities.
- Public services consisting of a work program for handling assets by constructing area boundary fences and a work program for land certification in the village of Pusar.**
- The #SMBRGO3T Initiative**  
This program has started in 2021 which is a plan to increase manpower productivity consisting of Outsourced Workers (TKAD), contract employees and permanent employees. This program is a multi-year program that is adjusted to the conditions of the Company with a target of 3,000 tonnes/ manpower per year in 2024.

## HASIL ASSESSMENT TERHADAP HAL-HAL YANG MEMPENGARUHI KINERJA PERUSAHAAN

Melihat kinerja Perusahaan pada tahun 2022, manajemen Perusahaan menilai bahwa Perusahaan akan mampu melanjutkan kelangsungan usahanya dan berkeyakinan Perusahaan memiliki sumber daya yang cukup untuk melanjutkan usahanya di masa mendatang. Program efisiensi SMBRGO45 yang telah dimulai sejak tahun 2020 tetap dilakukan seperti mengoptimalkan dan menyesuaikan stamformasi kereta api, pengoptimalan pemanfaatan *sludge oil*, *Spent Bleaching Earth* (SBE), kantong pecah, oli bekas, majun bekas dan *bad stock* dari industri lain sebagai bahan bakar alternatif, penurunan faktor terak, sentralisasi produksi semen di Pabrik Baturaja II, renegotiasi kontrak pengadaan barang, jasa, bahan baku, bahan bakar serta jasa angkutan dan jasa umum lainnya. Untuk meningkatkan pendapatan lainnya, Perusahaan tetap terus mengoptimalkan penjualan *white clay* maupun mortar. Pengembangan transaksi penjualan secara digital juga terus dilakukan melalui kerja sama dengan *platform e-commerce* Tokopedia dan *marketplace* Build.Id.

### Dampak Pada Perusahaan

Penerapan inisiatif strategis pada tahun 2022 telah memberikan dampak positif bagi Perusahaan, di mana terlihat dari kinerja Perusahaan hingga akhir 2022 tetap menunjukkan pertumbuhan positif, di mana penjualan semen mencapai angka 2 Juta ton atau tumbuh 4% terhadap periode yang sama tahun sebelumnya. Pencapaian tersebut berdampak

## ASSESSMENT RESULTS ON ISSUES THAT INFLUENCE THE COMPANY'S PERFORMANCE

After assessing the Company's performance in 2022, the management believes that the Company can maintain its business continuity, and has sufficient resources to continue its operations in the future. The Company will continue its SMBRGO45 efficiency program, which began in 2020, and involves optimizing and adjusting train stamformation, utilizing alternative fuels such as *sludge oil*, *Spent Bleaching Earth* (SBE), broken bags, used oil, used waste, and *bad stock* from other industries, reducing the clinker factor, centralizing cement production in Baturaja II Plant, renegotiating contracts for the procurement of goods, services, raw materials, fuel, and transportation services, as well as other public services. Additionally, the Company will continue to optimize revenues from white clay and mortar sales, and will develop digital sales transactions through partnerships with the Tokopedia e-commerce platform and the Build.Id marketplace.

### Impact on the Company

The implementation of strategic initiatives in 2022 has had a positive impact on the Company. This impact can be seen from the Company's performance until the end of 2022, which continues to show positive growth. For instance, cement sales reached 2 million tonnes, which is a 4% growth compared to the same period the previous year. This achievement had



terhadap meningkatnya pendapatan usaha hingga Desember 2022 yang mencapai 7% dari periode tahun lalu atau mencapai Rp1,88 triliun. Perolehan laba bersih Perusahaan pun positif, yakni di angka Rp95 miliar.

Perusahaan juga mampu mempertahankan posisi market leader di wilayah Sumatra Selatan sebesar 49%. Kinerja positif lainnya yang dicapai Perusahaan adalah pertumbuhan EBITDA sampai dengan Desember tahun 2022 naik sebesar 5% dibandingkan tahun 2021. Perusahaan berhasil menurunkan harga produksi semen sehingga dapat bersaing di tengah kondisi *oversupply* industri semen.

### Penyesuaian yang Dilakukan/Keputusan Perusahaan

Menghadapi kondisi yang dihadapi pada risiko bisnis yang bersumber dari lingkungan eksternal maupun internal tersebut, berbagai kebijakan strategis diterapkan oleh Perusahaan guna mencapai pertumbuhan kinerja, khususnya dari sisi operasional dan keuangan. Inisiatif strategis yang dianggap berhasil di tahun 2022 akan tetap dilanjutkan seperti efisiensi di berbagai lini dan peningkatan pendapatan dengan meningkatkan volume penjualan produk utama dan turunan serta pengoptimalan pemakaian limbah B3 untuk menjadi Perusahaan ramah lingkungan. Perusahaan juga terus melakukan Implementasi *Plant Automation* Proses Produksi berbasis Industri 4.0 untuk mendukung pencapaian roadmap INDI 4.0, berupa pengembangan IT yang sesuai dengan *Masterplan* Teknologi Informasi (MPTI) serta peningkatan IT *Maturity Level*. Serta dilakukan pula pelaksanaan program SMBRGO3T dalam upaya efisiensi biaya tenaga kerja dan program peningkatan kompetensi karyawan menjadi bagian penting yang tetap dijalankan Perusahaan. Dari sisi keuangan, sebagai upaya untuk meningkatkan pengelolaan kas dan modal kerja, Perusahaan juga telah melakukan percepatan pembayaran pokok Kredit Investasi.

an impact on increasing operating revenues until December 2022. Operating revenues reached 7% from last year's period, or IDR1.88 trillion. The company's net profit was also positive, at IDR95 billion.

In addition, the company was able to maintain its market leader position in the South Sumatra region by 49%, which is another positive performance achieved by the Company. Moreover, the Company's EBITDA growth increased by 5% compared to 2021 until December 2022. This growth is particularly impressive given the oversupply conditions in the cement industry. To remain competitive, the Company managed to reduce the price of cement production.

### Adjustments/Decisions Taken by the Company

In the face of business risks arising from both internal and external environments, the Company has implemented various strategic policies to achieve growth in operational and financial performance. Successful strategic initiatives in 2022, such as efficiency in various areas, increasing sales volume of main and derivative products, optimizing hazardous waste use, and implementing Industry 4.0-based plant automation, will be continued. The Company is also committed to supporting the achievement of the INDI 4.0 roadmap by developing IT in accordance with the Masterplan for Information Technology and improving the IT Maturity Level. The SMBRGO3T program to reduce labor costs and improve employee competence remains an important part of the Company's operations. From a financial perspective, the Company has accelerated the payment of principal investment loans to improve cash and working capital management.







## PENDUKUNG BISNIS

### SUPPORTING BUSINESS

Perusahaan sangat menyadari peran penting sumber daya manusia (SDM) yang unggul dan Teknologi informasi dan komunikasi atau *Information and Communication Technology* (ICT) bagi Perusahaan dalam menghadapi tantangan usaha yang sangat beragam dan mendukung perkembangan serta keberlanjutan Perusahaan ke depan di tengah lingkungan bisnis yang senantiasa berubah. Oleh karena itu, SDM bagi Perusahaan merupakan aset yang sangat berharga, sehingga kualitas dan kapasitasnya terus ditingkatkan agar selaras dengan kebutuhan bisnis. Begitu pun, Perusahaan senantiasa melibatkan teknologi terkini sehingga dapat menjangkau aset-aset vital, meningkatkan efisiensi dan produksi, serta menekan serendah mungkin dampak terhadap lingkungan dalam setiap proses produksi yang dilakukan Perusahaan.

The Company recognizes the vital role of human resources (HR) and Information and Communication Technology (ICT) in addressing various challenges and ensuring the long-term development and sustainability of the Company amidst a constantly evolving business environment. As such, the Company values its HR as a precious asset and is committed to continuously enhancing the quality and capacity of its workforce to align with business needs. Additionally, the Company embraces the latest technology to optimize production efficiency, reduce environmental impact, and increase access to critical assets in all its production processes.



# SUMBER DAYA MANUSIA

## HUMAN RESOURCES



Perusahaan menyadari bahwa keberlanjutan usaha Perusahaan, sangat ditentukan dengan pengelolaan dan pengembangan Sumber Daya Manusia (SDM) yang unggul dan berkualitas, sesuai dengan kebutuhan serta perkembangan lingkungan bisnis. Pengelolaan dan pengembangan kompetensi SDM yang tepat dan berkesinambungan, terus dilakukan Perusahaan dalam mengembangkan talenta yang berkualitas dan berkompeten agar tetap adaptif terhadap setiap perubahan lingkungan bisnis. Perusahaan terus melakukan berbagai program dalam mengembangkan kapabilitas dan kompetensi karyawan, untuk memenuhi kebutuhan Perusahaan dalam menghadapi setiap perkembangan lingkungan bisnis.

Perusahaan senantiasa melakukan pengelolaan dan pengembangan SDM yang terintegrasi dengan visi, misi, dan strategi Perusahaan, serta senantiasa berupaya untuk terus melakukan peningkatan kualitas pengelolaan SDM agar dapat mendukung perkembangan bisnis, dengan tetap mengacu pada peraturan perundang-undangan dan *best practices* pengelolaan SDM yang berlaku, baik itu domestik maupun internasional. Di samping itu, dalam rangka menjawab setiap tantangan dan tahapan perkembangan bisnis Perusahaan, SDM SMBR senantiasa didorong untuk dapat menguasai teknologi yang dibutuhkan, untuk memperkuat dan meningkatkan kinerja Perusahaan.

The Company recognizes that the sustainable success of the business largely depends on the management and development of superior and quality human resources (HR) in line with the needs and developments of the business environment. As such, the Company is committed to managing and developing sustainable HR competencies to cultivate qualified and competent talent who can adapt to changes in the business environment. The Company continuously implements various programs to enhance employee capabilities and competencies, aligning them with the needs of the Company to navigate any developments in the business environment.

The Company ensures that HR management is fully integrated with the Company's vision, mission, and strategy, and is committed to continuously improving the quality of HR management to support business development while adhering to applicable laws and regulations, as well as domestic and international HR management best practices. Moreover, to tackle any challenge or stage of the Company's business development, the Company encourages its HR to master the required technology and to strengthen and enhance the Company's performance.





Dalam rangka menciptakan SDM yang unggul dan berkualitas, Perusahaan bersama 9 BUMN Karya telah membentuk *Indonesia Infrastructure Learning Institute (I2LI)* yang berfokus pada pelatihan *general school* dan *Indonesia Infrastructure Research and Innovation Institute (I2RI)* yang fokus pada riset dan inovasi. Dua lembaga ini berfungsi sebagai tempat pelatihan, pembelajaran, dan praktik, untuk meningkatkan keahlian dan kompetensi SDM.

Di samping itu, terkait dengan pengelolaan SDM, Perusahaan juga telah memanfaatkan perkembangan teknologi, dengan membuat aplikasi *Knowledge Management System* sebagai media bagi karyawan untuk berbagi pengetahuan termasuk memaksimalkan *E-Learning System* sebagai sarana untuk mengurangi *training* dengan pertemuan fisik. Selain itu, Perusahaan juga telah menerbitkan Kamus Kompetensi Jabatan yang digunakan sebagai dasar pengelolaan SDM yang terukur dan sistematis. Di mana Kamus tersebut berisi tentang daftar kriteria dan jenis seluruh kompetensi yang ada di Perusahaan, beserta definisi kompetensi dan indikator perilaku untuk setiap *level* kecakapan/kompetensi.

Sementara itu, dalam rangka menciptakan keselarasan antara kapabilitas dan kompetensi SDM yang dimiliki Perusahaan, dengan rencana pengembangan usaha ke depan sesuai dengan visi dan misi Perusahaan, Perusahaan senantiasa melakukan pengkajian ulang terhadap setiap kebijakan pengelolaan SDM, di tengah perkembangan lingkungan bisnis.

To develop leading and quality HR, the Company has collaborated with 9 BUMN Karya to establish the *Indonesia Infrastructure Learning Institute (I2LI)* which offers general training and the *Indonesia Infrastructure Research and Innovation Institute (I2RI)* which focuses on research and innovation. These two institutions serve as a platform for training, learning, and practical experience, aimed at enhancing HR expertise and competence.

Regarding HR management, the Company has also embraced technological advancements by implementing a *Knowledge Management System* application as a platform for employees to share knowledge. The Company also maximizes the *E-Learning System* to reduce the need for physical training meetings. Moreover, the Company has published a *Job Competency Dictionary* which serves as a foundation for measurable and systematic HR management. The Dictionary comprises a list of criteria and types of all competencies in the Company, including competency definitions and behavioral indicators for each skill/competence level.

Meanwhile, in order to align the capabilities and competencies of the company's HR with its future business development plans, in accordance with the company's vision and mission, the company constantly reviews its HR management policies in light of developments in the business environment.

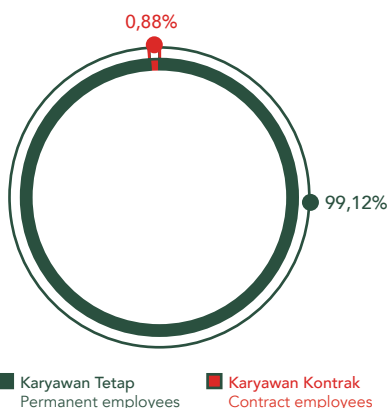
## STATISTIK SDM PERUSAHAAN

Perusahaan memiliki SDM yang unggul dan berkompeten di bidangnya masing-masing, yang per 31 Desember 2022, tercatat sebanyak 905 orang. Adapun dari jumlah tersebut, sebanyak 897 orang merupakan Karyawan Tetap atau mencapai 99,12% dari keseluruhan jumlah karyawan, dan sisanya yakni sebanyak 8 orang merupakan Karyawan Kontrak atau mencapai 0,88%. Sementara, dari jumlah keseluruhan karyawan yang sebanyak 905 orang tersebut, karyawan laki-laki tercatat sebanyak 754 orang atau mencapai 83,31%, dan karyawan perempuan tercatat sebanyak 151 orang atau mencapai 16,69%.

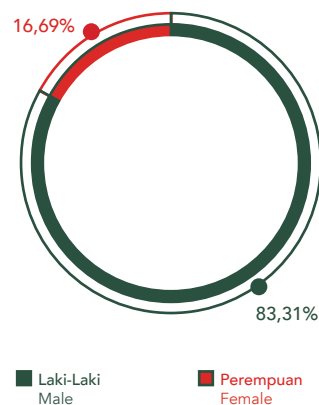
## STATISTICS HR OF COMPANY

The company has excellent and competent human resources in their respective fields. As of December 31, 2022, there were 905 people employed in the company. Out of the total, 897 were permanent employees, which accounted for 99.12% of the total number of employees. The remaining 8 people were contract employees, which accounted for 0.88%. Among the 905 employees, 754 were male employees, accounting for 83.31%, and 151 were female employees, accounting for 16.69%.

Karyawan Berdasarkan Status Kepegawaian  
Employees Based on Employment Status



Karyawan Berdasarkan Gender  
Employees Based on Gender



## ORGANISASI PENGELOLA SDM PERUSAHAAN

Saat ini, pengelolaan SDM di lingkup Perusahaan berada di bawah tanggung jawab *Division Human Resource & General Affair* yang dikepalai oleh *VP Human Resource & General Affair* dan bertanggung jawab langsung kepada Direktur Umum & SDM. Berdasarkan Surat Keputusan Direksi No. PH.01.04/056/2022 tanggal 01 Juli 2022 Perusahaan mengangkat Heru Rusdiansyah sebagai *VP Human Resource & General Affair*.

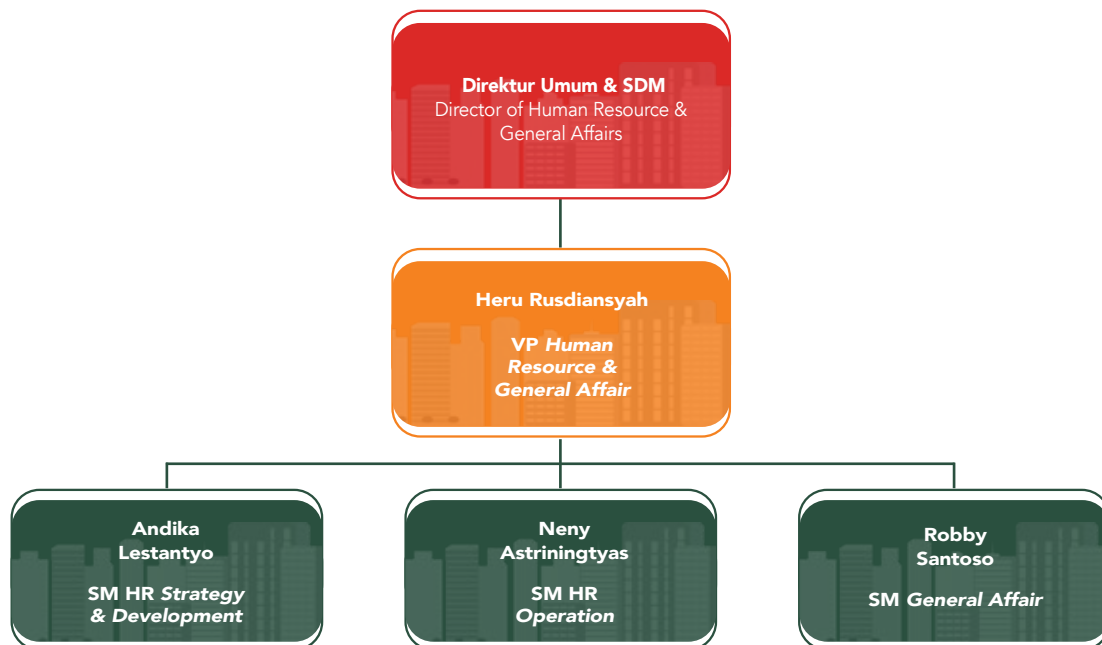
Adapun struktur organisasi *Division Human Resource & General Affair* per 31 Desember 2022 adalah sebagai berikut:

## COMPANY HR MANAGEMENT ORGANIZATION

The Human Resource & General Affairs Division is currently responsible for HR management within the Company, and is headed by the VP of Human Resource & General Affairs who reports directly to the Director of General Affairs & HR. According to Director's Decree No. PH.01.04/056/2022, dated July 01, 2022, the Company appointed Heru Rusdiansyah as the new VP of Human Resource & General Affairs.

The organizational structure of the Human Resource & General Affair Division as of 31 December 2022 is as follows:

**Struktur Organisasi *Division Human Resource & General Affair* per 31 Desember 2022**  
Organizational Structure of Human Resource & General Affair Division as of December 31, 2022



Di dalam lingkup Perusahaan, *Division Human Resource & General Affair* memiliki tugas dan tanggung jawab untuk mengelola sumber daya manusia Perusahaan, termasuk dalam memenuhi kebutuhan ataupun melakukan pengembangan kompetensi karyawan. Adapun tugas dan tanggung jawab *Division Human Resource & General Affair*, antara lain sebagai berikut:

1. Mengelola, mengawasi dan mengevaluasi perancangan kebijakan & prosedur *Human Resource* dan *General Affair*
2. Pengembangan kurikulum serta transfer pengetahuan
3. Operasional SDM dan informasi kepegawaian
4. Tata kelola aset perusahaan
5. Penyediaan alat bantu kerja dan fasilitas pendukung kantor agar mendukung aktivitas operasional perusahaan
6. Sesuai dengan tujuan bisnis dan kebijakan perusahaan untuk mendukung efektivitas karyawan dan pertumbuhan organisasi

The Human Resource & General Affairs Division is responsible for managing the Company's human resources, including meeting their needs and developing employee competencies. The division's duties and responsibilities are as follows:

1. Manage, supervise, and evaluate the design of policies and procedures for Human Resources and General Affairs
2. Develop curriculum and transfer knowledge
3. Handle HR operations and employment information.
4. Govern corporate assets
5. Provide work aids and office support facilities to assist the company's operational activities
6. Support employee effectiveness and organizational growth in accordance with business objectives and company policies



## PROGRAM STRATEGIS PENGELOLAAN SDM TAHUN 2022

Perusahaan senantiasa melakukan pengelolaan SDM dengan tujuan untuk meningkatkan dan mengembangkan kapabilitas dan kompetensi karyawan sehingga dapat mendorong dan meningkatkan pertumbuhan kinerja Perusahaan, baik dalam jangka pendek, menengah, maupun jangka panjang. Perusahaan meyakini bahwa pengelolaan SDM yang dilakukan secara konsisten, dapat menciptakan SDM yang kompeten, andal, profesional, memiliki daya saing, tangguh, dan dapat beradaptasi terhadap setiap perkembangan yang terjadi pada lingkungan bisnis.

Pengelolaan SDM yang dilakukan Perusahaan, berpedoman pada regulasi dan *best practices* yang berlaku di lingkup SMBR, di mana fokus pengelolaan SDM Perusahaan di tahun 2022, adalah sebagai berikut:

1. Program Pengembangan Talenta  
Program pengembangan talenta yang diinisiasi oleh Perusahaan yaitu tentang *Profiling Assessment*, *Management Development Program* (MDP), Sertifikasi Profesi dan *Making Digital Talent*. Adapun tujuan program tersebut adalah sebagai berikut:
  - a. Mendapatkan *Profiling Talent Pool* (Peta *Profiling Talent Pool*)
  - b. Pelaksanaan *Inhouse Training*, *External Training*, Sertifikasi Profesi, Studi Banding dan *Management Development Program* tahun 2022 (*Training Hours* 25 jam/karyawan/tahun)
  - c. Melaksanakan Program *Digital Talent* bersinergi dengan ITDRI Telkom (*Talent Digital* SMBR 5% dari tenaga kerja)
2. Transformasi menuju budaya *Unified Performance Driven* (*Internalization Program*)  
Program ini dilakukan dengan tujuan untuk melaksanakan internalisasi dan sosialisasi AKHLAK di semua level jabatan (target 95% dari tenaga kerja).
3. Pengembangan *system management* talenta  
Adapun *system* yang dikembangkan yaitu pengembangan *system* uji kompetensi, pengukuran kompetensi individu, dan pengaturan pola karir karyawan.
4. Optimalisasi tenaga kerja dalam rangka menuju SMBR GO 3T  
Optimalisasi ini dilakukan untuk mendapatkan target produktivitas sebesar 2500 ton/karyawan per tahun.
5. *Review system* dan regulasi kesejahteraan dan penanganan Covid-19  
Review ini dilakukan dengan tujuan mencapai indeks kepuasan dan keterikatan karyawan.
6. Perekrutan karyawan disabilitas sesuai kualifikasi kebutuhan  
Perekrutan karyawan disabilitas ini merupakan program yang bekerja sama dengan Kementerian BUMN dan Forum Human Capital Indonesia dengan target penyandang disabilitas sebesar 2% dari karyawan administrasi.

## HR MANAGEMENT STRATEGIC PROGRAM FOR 2022

The Company consistently manages HR with the aim of improving and developing the capabilities and competencies of its employees, thereby enhancing the Company's performance growth in the short, medium, and long term. The Company believes that consistent HR management can create competent, reliable, professional, competitive, and resilient employees who can adapt to any developments in the business environment.

The Company's HR management is guided by regulations and best practices that apply within the scope of SMBR. In 2022, the focus of HR management within the Company is as follows:

1. Talent Development Program  
The Company's talent development program includes Profiling Assessment, Management Development Program (MDP), Professional Certification, and Digital Talent. The program aims to achieve the following objectives:
  - a. Talent Pool Profiling (Talent Pool Profiling Map)
  - b. Inhouse and External Training, Professional Certification, Comparative Studies, and Management Development Program in 2022 (Training Hours 25 hours/employee/year)
  - c. Implementation of Digital Talent Program in synergy with ITDRI Telkom (Digital Talent SMBR 5% of the workforce)
2. Transformation towards a unified performance-driven culture (Internalization Program)  
The program aims to internalize and socialize AKHLAK at all levels of positions (targeting 95% of the workforce).
3. Development of a Talent Management System  
The system will include the development of a competency test system, measurement of individual competence, and setting employee career patterns.
4. Workforce Optimization to achieve SMBR GO 3T  
This optimization is aimed at achieving a productivity target of 2500 tons/employee per year.
5. Review of Welfare Systems, Regulations, and Handling of Covid-19  
The review is intended to achieve an index of employee satisfaction and engagement.
6. Recruitment of Employees with Disabilities  
The Company collaborates with the Ministry of SOEs and the Indonesian Human Capital Forum to recruit persons with disabilities, targeting 2% of administrative employees with the necessary qualifications.



## MANAJEMEN SUMBER DAYA MANUSIA

Program pengelolaan SDM di lingkup Perusahaan, telah dilakukan sesuai dengan perkembangan dan kebutuhan Perusahaan, dalam rangka meningkatkan kinerja yang berkelanjutan. Selain itu, segenap Insan SMBR juga ditekankan untuk dapat saling bersinergi sesuai dengan arah perkembangan bisnis Perusahaan. Sementara dalam rangka menciptakan lingkungan yang kondusif, segenap Insan SMBR diwajibkan untuk berpedoman pada nilai-nilai Perusahaan sebagaimana yang tertuang dalam budaya "AKHLAK", baik dalam bersikap maupun berperilaku ketika menjalankan fungsinya, baik di dalam maupun di luar lingkungan Perusahaan.

Perusahaan secara komprehensif melakukan pengelolaan SDM dengan menerapkan sistem yang menyeluruh pada setiap tahapan, mulai dari *manpower planning*, perekrutan karyawan hingga program pensiun untuk karyawan yang akan atau sudah memasuki masa pensiun. Perusahaan berupaya untuk dapat memenuhi hak-hak para karyawan sebagaimana yang telah diatur dalam Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan. Di mana Undang-Undang tersebut juga menjadi dasar bagi Perusahaan dalam menjalankan hubungan industrial dengan karyawan untuk keberlanjutan usaha Perusahaan.

### Manpower Planning

*Manpower planning* merupakan serangkaian kegiatan, yaitu mulai dari identifikasi, evaluasi, hingga membuat perencanaan pemenuhan kebutuhan SDM yang sejalan dengan perkembangan bisnis dan kebutuhan Perusahaan. Selain itu, Perusahaan juga melakukan *monitoring/review* secara berkala terhadap pemenuhan kebutuhan SDM SMBR. Selain itu, Perusahaan juga tetap memperhatikan aspek-aspek Tata Kelola Perusahaan yang Baik dan prinsip kesetaraan dalam setiap pelaksanaan proses pemenuhan karyawan. Perusahaan membutuhkan SDM yang kompeten di bidangnya masing-masing untuk mendukung pengembangan bisnis Perusahaan, dan untuk menghadapi perkembangan serta perubahan lingkungan bisnis.

### Program Rekrutmen Karyawan

Perusahaan menjalankan proses rekrutmen dan seleksi SDM dengan menjunjung tinggi prinsip kesetaraan. Di mana Perusahaan memberikan kesempatan yang sama kepada calon karyawan tanpa membedakan suku, agama, ras, dan golongan. Dalam hal ini, Perusahaan memiliki beberapa program untuk menjangkau Insan Perusahaan yang berdaya saing tinggi dan mampu menghadapi tantangan lingkungan bisnis yang senantiasa berkembang.

Calon karyawan yang telah melalui proses rekrutmen harus mengikuti program induksi sebagai persiapan sebelum memasuki dunia kerja. Di mana program ini diharapkan

## HUMAN RESOURCE MANAGEMENT

The Company's HR management program has been developed according to the Company's needs and the latest developments, with the goal of improving sustainable performance. In addition, all SMBR personnel are encouraged to work in synergy with each other in alignment with the direction of the Company's business development. The Company places emphasis on creating a conducive environment, and all SMBR personnel are expected to embody the Company's values as stated in the "AKHLAK" culture, both in their attitudes and behaviors when carrying out their functions, both inside and outside the Company's environment.

The Company comprehensively manages HR by implementing a system at every stage, from manpower planning to retirement programs for employees who are about to retire or have entered retirement phase. The Company is committed to fulfilling the rights of employees as regulated by Law No. 13 of 2003 concerning Manpower. This law also serves as the basis for the Company in carrying out industrial relations with employees for the sustainability of the Company's business.

### Manpower Planning

Manpower planning is a series of activities, starting from identification, evaluation, and making plans to meet HR needs that are in line with business developments and the needs of the Company. The Company regularly monitors and reviews the fulfillment of SMBR's HR needs. The Company also pays attention to aspects of Good Corporate Governance and the principle of equality in every implementation of the employee fulfillment process. The Company requires competent HR in their respective fields to support the development of the Company's business and to handle developments and changes in the business environment.

### Employee Recruitment Program

The HR recruitment and selection process in the Company strictly follows the principle of equality. The Company provides equal opportunities for prospective employees regardless of ethnicity, religion, race, and group. The Company has several programs to acquire personnel with high competitiveness and capability to respond to business challenges, in line with business development.

Prospective employees who have completed the recruitment process are required to participate in an induction program before entering the workforce at the Company. The program is



dapat memberikan pengetahuan awal kepada calon karyawan, sehingga mereka siap memasuki dunia kerja serta berpeluang menjadi karyawan yang mumpuni untuk menunjang pencapaian sasaran Perusahaan, baik jangka pendek maupun jangka panjang.

designed to equip new recruits with the necessary knowledge and skills to excel and become competent employees who can support the Company's short and long-term goals.

### Tahapan Program Induksi Stages of Employee Induction

| Tahapan<br>Stage                                                                                                                            | Tujuan<br>Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pembinaan Mental, Fisik, dan Disiplin<br>Mental, Physical, Disciplinary Coaching                                                            | <p>Kegiatan ini diadakan bertujuan untuk:</p> <ul style="list-style-type: none"> <li>• Membentuk kedisiplinan yang tinggi, membentuk etika dan sopan santun agar dapat menghargai para seniorinya.</li> <li>• Membentuk pribadi yang tangguh secara fisik dan mental.</li> <li>• Mampu memupuk rasa kebersamaan.</li> <li>• Memiliki loyalitas yang tinggi kepada Perusahaan.</li> </ul> <p>This activity was held aiming to:</p> <ul style="list-style-type: none"> <li>• Forming high discipline, forming ethics and manners so that they can respect their seniors.</li> <li>• Forming a strong personality physically and mentally.</li> <li>• Able to foster a sense of togetherness.</li> <li>• Having high loyalty to the Company.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Motivation Training                                                                                                                         | <p><i>Training</i> motivasi didesain untuk membantu Perusahaan 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 terpujuk semangat karyawan dalam berprestasi dan terus berusaha untuk memetik hasil terbaik.</p> <p>Motivational training is designed to assist the Company as an effort to improve the ability of its employees in terms of motivating themselves effectively. Employees who are able to grow self-motivated effectively will greatly affect daily work life and job satisfaction. With this ability, the enthusiasm of employees will be fostered in achieving and continuing to strive to get the best results.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| In Class Training yang terdiri dari Training Umum dan Training Dasar<br>In-Class Training consisting of General Training and Basic Training | <ul style="list-style-type: none"> <li>• <i>Training</i> umum ditujukan untuk memberikan gambaran umum tentang sejarah Perusahaan, fungsi dan tugas di unit kerja serta hubungan organisasi dalam struktur organisasi Perusahaan.</li> <li>• <i>Training</i> dasar bertujuan memberikan pemahaman kepada calon karyawan dari proses penambangan bahan mentah hingga ke produk akhir berupa Semen <i>Zak</i>, <i>Bag</i>, dan <i>Curah</i>. Selain itu, calon karyawan juga diberikan pemahaman tentang pengendalian kualitas mutu proses produksi maupun kualitas produk yang akan dijual ke konsumen. Dengan instruktur yang berkompeten di bidangnya, kegiatan <i>training</i> dasar diharapkan mampu memberikan wawasan kepada calon karyawan sebelum terjun ke dunia kerja dan memahami alur proses pembuatan semen.</li> <li>• General training is intended to provide an overview of the Company's history, functions and duties in work units and organizational relations within the Company's organizational structure.</li> <li>• Basic training aims to provide understanding to prospective employees from the mining process of raw materials to the final product in the form of <i>Zak</i>, <i>Bag</i> and Bulk Cement. In addition, prospective employees are also provided an understanding of the quality control of the quality of the production process and the quality of the products that will be sold to consumers. With instructors who are competent in their fields, basic training activities are expected to be able to provide insight to prospective employees before entering the world of work and understand the flow of the cement manufacturing process.</li> </ul> |





## Tahapan Program Induksi Stages of Employee Induction

| Tahapan<br>Stage                                                                                                                                                                                                                             | Tujuan<br>Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Tahapan Pembinaan &amp; Pengembangan yang terdiri dari <i>On the Job Training</i> dan Masa Percobaan Calon Karyawan<br/>Coaching and Development Stage consisting of On the Job Training and Probation Period of Prospective Employee</p> | <ul style="list-style-type: none"> <li>• <i>On the job training</i> atau magang bertujuan untuk memperkenalkan ke dalam dunia kerja yang sesungguhnya maka dilaksanakanlah <i>on the job training</i> 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 Perusahaan.</li> <li>• Masa percobaan calon karyawan merupakan tahapan di mana 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 <i>improvement</i> 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.</li> <li>• On the job training or apprenticeship aims to introduce into the real world of work then carried out on the job training in each work unit with the hope that prospective employees will be able to thoroughly know the activities in the work unit and be able to make a maximum contribution in achieving strategic goals Company.</li> <li>• The probationary period for prospective employees is a stage where prospective employees are given special assignments in the form of writing which is a form of understanding and mastery of the prospective employees regarding the functions and tasks in the work unit. For prospective employees at the S1 and D3 levels, special assignments made are a form of innovation and/or improvement to an existing equipment and/or system to improve equipment performance and perfection of a system. Meanwhile, at the high school/vocational school level, they only write in the form of activity reports during orientation in work units.</li> </ul> |

Adapun, di sepanjang tahun 2022, Perusahaan tidak melakukan program rekrutmen karyawan, dikarenakan SDM yang dimiliki Perusahaan telah sesuai dengan kebutuhan dan perkembangan Perusahaan.

### Program Kesejahteraan bagi Karyawan

Program kesejahteraan bagi karyawan yang diterapkan oleh Perusahaan disusun berdasarkan peraturan perundang-undangan yang berlaku, dengan memperhatikan kesetaraan gender, kelayakan dan keadilan kesempatan kerja. Komitmen Perusahaan dalam memenuhi kesejahteraan karyawan, telah tertuang dalam dokumen Perjanjian Kerja Bersama (PKB) antara Perusahaan dengan karyawan, yang memuat pemenuhan kesejahteraan bagi karyawan, yakni meliputi:

1. Pakaian seragam kerja;
2. Jaminan kesehatan bagi karyawan dan keluarga;
3. Tunjangan hari raya keagamaan;
4. Tunjangan kinerja;
5. Bonus;
6. Perumahan dan kendaraan dinas;
7. Pembinaan kerohanian, olahraga dan kesenian;
8. *Medical Check Up* (MCU);
9. Tanda jasa dan penghargaan;
10. Pernikahan karyawan pria dengan karyawan wanita, dan hadiah pernikahan untuk karyawan;
11. Jaminan sosial tenaga kerja/badan penyelenggara jaminan sosial ketenagakerjaan;
12. Uang duka;

Meanwhile, throughout 2022, the Company did not carry out an employee recruitment program, because the Company's human resources are in accordance with the needs and development of the Company.

### Welfare Program for Employees

The Company's welfare programs for employees are designed in accordance with applicable laws and regulations, with a focus on gender equality, eligibility, and fair employment opportunities. The Company is committed to fulfilling the welfare needs of its employees, as stated in the Collective Labor Agreement (PKB) document between the Company and its employees. The PKB document outlines the following welfare programs for employees:

1. Work uniforms;
2. Health insurance for employees and their families;
3. Religious holiday allowance;
4. Performance allowances;
5. Bonuses;
6. Housing and official vehicles;
7. Spiritual, sports and arts development;
8. Medical Check Up (MCU);
9. Service marks and awards;
10. Weddings for male employees and female employees, and wedding gifts for employees;
11. Manpower social security/workforce social security administering agency;
12. Funeral money;



13. Tunjangan penghargaan (Masa Persiapan Pensiun); dan  
14. Koperasi karyawan.

Salah satu hal penting atas program kesejahteraan bagi karyawan adalah pemenuhan remunerasi yang memadai. Perusahaan menyadari, bahwa pemberian remunerasi yang sepadan dapat meningkatkan keterikatan karyawan, sehingga dapat meningkatkan produktivitas agar bekerja secara maksimal untuk mencapai target yang telah ditetapkan guna perkembangan dan kemajuan Perusahaan.

Perusahaan senantiasa melaporkan secara berkala mengenai tenaga kerja yang ada di SMBR kepada instansi Pemerintah, dalam hal ini adalah Dinas Tenaga Kerja (Disnaker) di tingkat Kota dan Provinsi. Selain itu, Perusahaan juga kerap berdiskusi dengan Disnaker dan gabungan serikat pekerja dalam hal penentuan standar upah pekerja. Perusahaan berkomitmen untuk melaksanakan kebijakan remunerasi secara adil dan setara, baik bagi karyawan laki-laki dan perempuan di seluruh level jabatan.

Perusahaan senantiasa berupaya untuk memberikan kompensasi bulanan pekerjaan yang sesuai, dan mengupayakan imbal jasa terbaik melebihi ketentuan perundang-undangan atau Upah Minimum Regional (UMR) serta sesuai kemampuan Perusahaan, dengan tidak memberatkan jam kerja karyawan. Adapun nilai persentase imbal jasa terendah yang dikeluarkan oleh Perusahaan dibandingkan UMR pada wilayah operasi Perusahaan, adalah sebagaimana terlampir berikut ini.

13. Award allowance (Retirement Preparation Period); And  
14. Employee cooperatives.

One important aspect of the employee welfare program is providing adequate remuneration. The company understands that offering fair compensation can increase employee engagement, leading to improved productivity and ultimately helping achieve the development and progress targets set for the Company.

The Company. regularly reports on its workforce to government agencies, such as the Manpower Office (Disnaker) at the city and provincial levels. Additionally, the Company. frequently engages in discussions with the Manpower Office and labor unions to establish fair wage standards for its workers. The company is dedicated to implementing a policy of equitable remuneration for both male and female employees at every level of the organization.

The Company endeavors to provide its employees with monthly compensation that is commensurate with their work, and aims to provide the best compensation possible beyond what is required by law or the Regional Minimum Wage (UMR), taking into account the company's financial capabilities and without imposing additional burden on employees' working hours. The table attached below shows the percentage value of the lowest compensation offered by the company in comparison to the minimum wage in its operating area.

**Perbandingan Imbal Jasa yang Diberikan Perusahaan dengan UMR di Wilayah Operasi Perusahaan Tahun 2022**  
Comparison of Compensation for Services Provided by Companies with UMR in the Company's Operational Areas  
Year 2022

| Lokasi<br>Location                                         | UMR<br>(Rp)<br>(IDR) | Imbal Jasa di SMBR<br>(Rp)<br>Fees at SMBR<br>(IDR) | Persentase<br>Percentage |
|------------------------------------------------------------|----------------------|-----------------------------------------------------|--------------------------|
|                                                            | (1)                  | (2)                                                 | (3=2/1)                  |
| Site Palembang<br>Palembang site                           | 3.289.409            | 6.972.020                                           | 211,85%                  |
| Site Baturaja<br>Baturaja site                             | 3.175.000            | 6.939.120                                           | 218,55%                  |
| Site Panjang<br>Panjang Site                               | 3.175.000            | 6.943.180                                           | 218,87%                  |
| Kantor Perwakilan Jakarta<br>Jakarta Representative Office | 4.452.724            | 7.125.000                                           | 160,01%                  |

### Penilaian Kinerja Karyawan

Perusahaan senantiasa menerapkan program penilaian kinerja bagi karyawan, yang dilakukan secara konsisten dan terukur, sebagai dasar dalam penyusunan rencana pengelolaan dan pengembangan karyawan guna meningkatkan kinerja Perusahaan. Berdasarkan Surat Keputusan Direksi No. PH.01.04/073.C/2018 tentang Pembinaan dan Pengembangan SDM, Perusahaan melaksanakan program penilaian kinerja bagi karyawan yang dibagi atas 3 (tiga) parameter, yaitu Sasaran Kerja/KPI dengan bobot 50%, Kompetensi dengan bobot 30%, dan Disiplin/Kehadiran yang berbobot 20%.

### Employee Performance Assessment

The Company consistently and objectively conducts a performance appraisal program for its employees, which serves as the basis for preparing employee management and development plans aimed at enhancing the Company's performance. In accordance with Director's Decree No. PH.01.04/073.C/2018 on HR Development and Management, the company's performance appraisal program is divided into three parameters, namely Work Targets/KPI (50% weightage), Competence (30% weightage), and Discipline/Attendance (20% weightage).



### Parameter Penilaian Kinerja Karyawan Employee Performance Assessment Parameters

| No                       | Parameter                                     | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Bobot<br>Penilaian<br>Rating<br>Weight |
|--------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 1                        | Sasaran Kerja/KPI<br>Work Targets/KPIs        | 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.<br>The individual employee KPI assessment is specifically designed for staff-level employees. It involves setting goals (objectives) that are jointly established by superiors and subordinates, with reference to work unit targets for each specific period.                                                    | 50%                                    |
| 2                        | Penilaian Kompetensi<br>Competency Assessment | Aspek yang dinilai pada penilaian kompetensi adalah nilai budaya Perusahaan dengan bobot masing-masing 25%.<br>The competency assessment evaluates several aspects, including the corporate cultural values, which carry a weight of 25% each.                                                                                                                                                                                                                                                                                                             | 30%                                    |
| 3                        | Penilaian Disiplin<br>Discipline 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.<br>The disciplinary assessment takes into account various factors such as attendance, permission, illness without a doctor's statement, absenteeism, and tardiness. Late attendance is tolerated up to 5 (five) minutes, and the maximum allowable number of late arrivals is three times a month. | 20%                                    |
| <b>Jumlah<br/>Amount</b> |                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>100%</b>                            |

Penilaian kinerja bagi karyawan, dilakukan oleh tim/pejabat penilai yang terdiri dari atasan langsung dan atasan tidak langsung, dalam satu Direktorat/Unit Kerja atau atasan di wilayah operasional Perusahaan. Hasil penilaian nantinya akan mempengaruhi pemberian tunjangan performa, tunjangan kinerja, dan bonus tahunan.

### Program Tanda Jasa dan Penghargaan bagi Karyawan

Perusahaan sangat menghargai para karyawan yang telah dengan sungguh-sungguh memberikan dedikasi dan kontribusinya untuk perkembangan dan kemajuan Perusahaan. Sebagai bentuk apresiasi, Perusahaan memberikan tanda jasa dan penghargaan kepada karyawan yang telah memberikan dedikasi dan kontribusinya bagi Perusahaan, berdasarkan masa kerja. Program tanda jasa dan penghargaan bagi karyawan yang senantiasa dilakukan Perusahaan ini, terbukti mampu memotivasi karyawan untuk memberikan kinerja terbaiknya bagi Perusahaan, sekaligus sebagai stimulus untuk meningkatkan prestasi di masa yang akan datang.

Di tahun 2022, Perusahaan telah melaksanakan program tanda jasa dan penghargaan bagi karyawan, sebagaimana tertuang dalam Surat Keputusan Direksi PH.01.04/083/2022 tentang Pemberian Tanda Jasa dan Penghargaan Kepada Karyawan/ti Tahun 2022 dengan rincian sebagaimana terlampir di bawah ini.

A team/evaluator comprised of both direct supervisors and indirect superiors conducts performance appraisals for employees in a given Directorate/Work Unit or in the Company's operational areas. The results of the assessment will impact the granting of performance allowances, performance bonuses, and annual bonuses.

### Merits and Awards Program for Employees

The company highly values employees who have dedicated themselves and made significant contributions to the company's development and progress. As a token of appreciation, the company awards honors and accolades to employees based on their years of service and contributions. The company's gratuity and appreciation program has been effective in motivating employees to perform their best and serve as a stimulus for future performance improvements.

The company introduced a program of honors and awards for employees in 2022, as stated in the Board of Directors' Decree PH.01.04/083/2022 regarding the Awarding of Merit and Awards to Employees for 2022. Further details regarding the program are attached below.

**Bentuk Program Tanda Jasa dan Penghargaan bagi Karyawan Tahun 2022**  
Forms of Merits and Awards Program for Employees Year 2022

| No | Jenis Tanda Jasa dan Penghargaan<br>Types of Merit and Awards                                                                                                  | Ketentuan Masa Kerja<br>Terms of Service | Nilai Penghargaan<br>Award Value |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------------------|
| 1  | Cincin emas 22 karat berlogo tiga gajah dan piagam penghargaan<br>22 carat gold ring with the logo of three elephants and a certificate of appreciation        | 10 Tahun<br>10 years                     | 7 gram<br>7 grams                |
| 2  | Liontin emas 22 karat berlogo tiga gajah dan piagam penghargaan<br>22 carat gold pendant bearing the logo of three elephants and a certificate of appreciation | 20 Tahun<br>20 years                     | 12 gram<br>12 grams              |
| 3  | Uang dan piagam penghargaan<br>Prize money and certificates                                                                                                    | 25 Tahun<br>25 years                     | 1 bulan gaji<br>1 month salary   |

Berdasarkan ketentuan sebagaimana tertuang dalam Surat Keputusan Direksi No. PH.01.04/083/2022 tentang Pemberian Tanda Jasa dan Penghargaan Kepada Karyawan/ti Tahun 2022, terdapat 63 orang karyawan yang mendapatkan tanda jasa atau penghargaan yang diberikan oleh Perusahaan, dengan rincian sebagaimana terlampir berikut ini.

The Board of Directors' Decree No. PH.01.04/083/2022 regarding the Awarding of Merit and Awards to Employees in 2022 stipulated that 63 employees would receive awards or honors from the company. Further details regarding the recipients are attached below.

**Daftar Penerima Penghargaan Tahun 2022**  
List of Award Recipients Year 2022

| No                                                                                          | Nama<br>Name        | Jabatan<br>Position | Unit Kerja<br>Work unit                                                        |
|---------------------------------------------------------------------------------------------|---------------------|---------------------|--------------------------------------------------------------------------------|
| <b>Penerima Penghargaan Masa Kerja 10 Tahun</b><br>Award Recipients for 10 Years of Service |                     |                     |                                                                                |
| 1                                                                                           | Hendry Irawan M     | Vice President      | Divisi Mining<br>Mining Division                                               |
| 2                                                                                           | Hendra Dermawan     | Manager             | Divisi Research & Engineering<br>Research & Engineering Division               |
| 3                                                                                           | Muhammad Idris      | Junior Manager      | Divisi Procurement<br>Procurement Division                                     |
| 4                                                                                           | Achmad Azhari       | Manager             | Divisi Management Accounting & ICT<br>Management Accounting & ICT Division     |
| 5                                                                                           | Andreoko            | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division               |
| 6                                                                                           | Ribon Carlos P.S    | Manager             | Divisi Logistic<br>Logistics Division                                          |
| 7                                                                                           | Akhwari Wahyu P     | Senior Manager      | Divisi Performance Management Office<br>Performance Management Office Division |
| 8                                                                                           | Dadang Suhendar     | Manager             | Divisi Operation<br>Operations Division                                        |
| 9                                                                                           | Harry Adi Putra S   | Manager             | Divisi Operation<br>Operations Division                                        |
| 10                                                                                          | M. Ricky Alfajri    | Non Staff           | Divisi Operation<br>Operations Division                                        |
| 11                                                                                          | Amanah Sutiarso     | Junior Manager      | Divisi Operation<br>Operations Division                                        |
| 12                                                                                          | Salman Farisi       | Manager             | Divisi Accounting & Finance<br>Accounting & Finance Division                   |
| 13                                                                                          | Wahyudin            | Junior Manager      | Divisi Operation<br>Operations Division                                        |
| 14                                                                                          | Ahmad Ismail        | Junior Manager      | Divisi Operation<br>Operations Division                                        |
| 15                                                                                          | Muhammad Zia Dinata | Manager             | Divisi Procurement<br>Procurement Division                                     |





### Daftar Penerima Penghargaan Tahun 2022

List of Award Recipients Year 2022

| No | Nama<br>Name        | Jabatan<br>Position | Unit Kerja<br>Work unit                                                             |
|----|---------------------|---------------------|-------------------------------------------------------------------------------------|
| 16 | Herrico Pebriansah  | Manager             | Divisi Accounting & Finance<br>Accounting & Finance Division                        |
| 17 | Efran Septiadi      | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 18 | Andhika Dwi Putra   | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 19 | Hazairin            | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 20 | Syahrul Maulidi     | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 21 | Maulana             | Manager             | Divisi Accounting & Finance<br>Accounting & Finance Division                        |
| 22 | M. Okta Prayudy     | Manager             | Divisi Human Resource & General Affair<br>Human Resources & General Affair Division |
| 23 | Heriyanto           | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 24 | Heri Admadiansyah   | Junior Manager      | Divisi Internal Audit<br>Internal Audit Division                                    |
| 25 | Hari Listiyanto     | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 26 | Rendi Syahreza      | Non Staff           | Divisi Procurement<br>Procurement Division                                          |
| 27 | Nopriyanto          | Junior Manager      | Divisi Procurement<br>Procurement Division                                          |
| 28 | Muhadi Amdani       | Non Staff           | Direktorat Keuangan & Manajemen Risiko<br>Directorate of Finance & Risk Management  |
| 29 | Destrika Sutami     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 30 | Novian Hadi Kh      | Junior Manager      | Direktorat Produksi Dan Pengembangan<br>Directorate of Production and Development   |
| 31 | Setyo Apriyanto     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 32 | Anang Seftian       | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 33 | Agussatria Wardana  | Junior Manager      | Direktorat Produksi dan Pengembangan<br>Directorate of Production and Development   |
| 34 | Aryo Wahyudi        | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 35 | Idwin Radios Umroh  | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 36 | Novadri Anaser      | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 37 | Moehamad Ariansyah  | Junior Manager      | Divisi Marketing<br>Marketing Division                                              |
| 38 | M. Hafiz Agustian   | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 39 | Febri Alatas S.     | Junior Manager      | Divisi Marketing<br>Marketing Division                                              |
| 40 | Yayan Kurniawan     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 41 | Adhitia Jayushaq    | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 42 | Muhammad Aidil Adha | Junior Manager      | Divisi Operation<br>Operations Division                                             |





**Daftar Penerima Penghargaan Tahun 2022**  
List of Award Recipients Year 2022

| No                                                                                          | Nama<br>Name         | Jabatan<br>Position | Unit Kerja<br>Work unit                                                             |
|---------------------------------------------------------------------------------------------|----------------------|---------------------|-------------------------------------------------------------------------------------|
| 43                                                                                          | Jari Tri Purnomo     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 44                                                                                          | Yoni Hardyansyah     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 45                                                                                          | Jumadi               | Junior Manager      | Divisi Sales Area 1<br>Sales Area 1 Division                                        |
| 46                                                                                          | Julianto Eko Saputra | Junior Manager      | Divisi Sales Area 1<br>Sales Area 1 Division                                        |
| 47                                                                                          | Juli Ardani          | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 48                                                                                          | Heru Purwanto        | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 49                                                                                          | Aliasmuni            | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 50                                                                                          | M. Kardono           | Junior Manager      | Divisi Research & Engineering<br>Research & Engineering Division                    |
| 51                                                                                          | Yudha Andi Wibowo    | Manager             | Divisi Corporate Secretary<br>Corporate Secretary Division                          |
| 52                                                                                          | Ahmad Zaki           | Junior Manager      | Divisi Human Resource & General Affair<br>Human Resources & General Affair Division |
| 53                                                                                          | Haldi Pratama        | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 54                                                                                          | M. Evan Setiawan     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 55                                                                                          | Novri Amrolah        | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 56                                                                                          | Ari Bagito           | Junior Manager      | Divisi Mining<br>Mining Division                                                    |
| 57                                                                                          | Prastiyo Nugroho     | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 58                                                                                          | Ajie Surya Pratama   | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 59                                                                                          | Delta Abdullah       | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 60                                                                                          | Nurdin Anugroho      | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 61                                                                                          | Arya Bayu Kamayufi   | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 62                                                                                          | Jimmy Panaresmah P.  | Junior Manager      | Divisi Operation<br>Operations Division                                             |
| 63                                                                                          | Tedy Suwandhi        | Junior Manager      | Divisi Internal Audit<br>Internal Audit Division                                    |
| <b>Penerima Penghargaan Masa Kerja 20 Tahun</b><br>Award Recipients for 20 Years of Service |                      |                     |                                                                                     |
| 1                                                                                           | Ricky Syahrial       | Senior Manager      | Direktorat Umum & SDM<br>Directorate General Affairs & HR                           |
| 2                                                                                           | Adi Oktaviandi       | Vice President      | Divisi Operation<br>Operations Division                                             |
| <b>Penerima Penghargaan Masa Kerja 25 Tahun</b><br>Award Recipients for 25 Years of Service |                      |                     |                                                                                     |
| 1                                                                                           | Erni Kurniati        | Vice President      | Direktorat Keuangan & Manajemen Risiko<br>Directorate of Finance & Risk Management  |



### Program Pensiun

Perusahaan memiliki dua program pensiun yaitu Program Pensiun Manfaat Pasti (PPMP) bagi karyawan tetap yang bergabung sebelum tahun 2017 dan dikelola oleh Dana Pensiun Karyawan Semen Baturaja dan program pensiun iuran pasti bagi karyawan tetap yang mulai bergabung sejak 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 diberikan oleh Perusahaan apabila karyawan tersebut pensiun, cacat, atau meninggal dunia. Iuran untuk program pensiun tersebut adalah sebesar 6,00% dari gaji bulanan karyawan dan menjadi beban Perusahaan.

### Hubungan Industrial

Perusahaan senantiasa menjaga hubungan industrial sebagai sebuah sistem hubungan kerja yang sehat, harmonis, dan konstruktif antara karyawan dengan Perusahaan. Hubungan industrial ini dibangun berdasarkan asas saling menghormati, guna menciptakan keseimbangan antara pemenuhan hak dan pelaksanaan kewajiban terhadap Perusahaan. Dalam hal ini, Perusahaan memposisikan seluruh karyawan sebagai mitra strategis dalam rangka membangun dan memelihara hubungan kerja yang harmonis melalui komunikasi yang teratur dan berkelanjutan.

Perusahaan juga memberikan kebebasan bagi karyawan untuk berserikat, berkumpul dan menyampaikan pendapat. Perusahaan sangat mendukung adanya serikat pekerja di lingkungan Perusahaan yang diharapkan dapat menciptakan hubungan baik antara karyawan dan Manajemen Perusahaan, agar dapat memberikan kontribusi terbaik untuk kepentingan bersama dan Perusahaan. Saat ini, Perusahaan telah memiliki Serikat Pekerja yaitu Serikat Karyawan Semen Baturaja (SKSB) yang dibentuk berdasarkan Keputusan Menteri Tenaga kerja Republik Indonesia No. Kep.202/M/BW/2000, tanggal 03 Mei 2000, dan telah didaftarkan kembali di Dinas Tenaga Kerja Pemerintah Kota Palembang No. 265/DISNAKER/2014 tanggal 29 Oktober 2014.

Seluruh karyawan Perusahaan, baik yang menjadi anggota serikat pekerja maupun non-serikat, terlindungi kepentingannya dalam Perjanjian Kerja Bersama (PKB) yang terakhir diperbaharui pada 08 Agustus 2022 dan telah terdaftar pada Kementerian Ketenagakerjaan RI c.q. Direktorat Jenderal Hubungan Kerja dan Pengupahan berdasarkan Surat Keputusan No. Kep.4/HI.00.01/00.0000.220815002/B/IX/2022 tanggal 08 September 2022.

### Pension Program

The company offers two pension programs: the Defined Benefit Pension Plan (PPMP) for permanent employees who joined before 2017, which is managed by the Semen Baturaja Employees Pension Fund, and a defined contribution pension program for permanent employees who joined in 2007. The latter program is managed by the Financial Institution Pension Fund PT Bank Negara Indonesia (Persero) Tbk (DPLK BNI), whose establishment was ratified by the Minister of Finance of the Republic of Indonesia with Decree No. KEP-106/KM.10/2009 dated May 13, 2009. The company provides pension benefits if the employee retires, becomes disabled, or dies. Contributions to the pension plan are 6.00% of the employee's monthly salary and are covered by the company.

### Industrial Relations

The company strives to maintain healthy, harmonious, and constructive working relationships between employees and the company, based on the principle of mutual respect, to achieve a balance between fulfilling rights and obligations to the company. The company positions all employees as strategic partners and regularly communicates with them to build and maintain harmonious working relationships.

The company values and supports the freedom of employees to associate, gather, and express their opinions. The company also supports the presence of labor unions within the company as it promotes good relations between employees and company management, enabling them to make their best contribution to the common good and the company. Currently, the company has a labor union called the Semen Baturaja Employees Union (SKSB), which was formed based on the Decree of the Minister of Manpower of the Republic of Indonesia No. Kep.202/M/BW/2000, dated May 03, 2000, and has been re-registered at the Palembang City Government Manpower Office No. 265/DISNAKER/2014 dated October 29, 2014.

All employees of the company, whether unionized or not, are covered by the Collective Labor Agreement (PKB). The agreement was last updated on August 8, 2022, and has been registered with the Indonesian Ministry of Manpower, specifically the Directorate General of Labor Relations and Wages, under Decree No. Kep.4/HI.00.01/00.0000.220815002/B/IX/2022, dated September 8, 2022.



## PROGRAM PENGEMBANGAN KOMPETENSI KARYAWAN

### Kebijakan, Target, dan Pelaksanaan Program Pengembangan Kompetensi Karyawan

Perusahaan senantiasa melaksanakan program pengembangan kompetensi karyawan untuk semua *level* jabatan dan *gender*, yang disusun berdasarkan *Training Need Analysis* (TNA) dalam rangka memenuhi kebutuhan dan tuntutan perkembangan lingkungan bisnis. Perusahaan memandang bahwa pengembangan kompetensi karyawan merupakan investasi jangka panjang yang dapat memberikan dampak nyata bagi peningkatan kinerja Perusahaan, baik saat ini maupun di masa mendatang.

Sebagaimana yang telah diungkapkan di Bab Profil Perusahaan pada Laporan Tahunan ini, di tahun 2022, Perusahaan telah melaksanakan program pengembangan kompetensi karyawan untuk semua level jabatan dan *gender*, dengan target atau sasaran yang ingin dicapai, yaitu peningkatan pengetahuan tentang pekerjaan bagi karyawan/ti sehingga mengurangi *gap* kompetensi karyawan/ti.

Sementara itu, dalam memetakan kebutuhan program pengembangan kompetensi karyawan, Perusahaan mengacu pada target yang telah ditetapkan oleh Kementerian Badan Usaha Milik Negara (BUMN), yaitu 20 jam per orang/tahun. Berdasarkan hal tersebut, Perusahaan telah menetapkan target jam pelatihan internal sebesar 25 jam per orang/tahun serta rencana sertifikasi profesi karyawan dengan target sebanyak 20 orang per tahun.

Adapun realisasi jumlah jam pelatihan pada tahun 2022 adalah sebesar 33,45 jam per orang/tahun atau sebesar 133,79% dari target yaitu 25 jam per orang/tahun, sedangkan jumlah sertifikasi profesi karyawan adalah sebanyak 33 orang atau sebesar 165,00% dari target, yaitu 20 orang.

## EMPLOYEE COMPETENCY DEVELOPMENT PROGRAM

### Policies, Targets, and Implementation of Employee Competency Development Programs

The company provides employee competency development programs for all levels and genders, based on a *Training Need Analysis* (TNA) to meet the demands of the business environment. The company sees these programs as a long-term investment that can enhance its performance presently and in the future.

As stated in the Company Profile Chapter of this Annual Report, in 2022 the Company implemented a competency development program for all positions and genders. The program aims to reduce competency gaps by increasing employee knowledge about their work.

To determine the needs for employee competency development, the Company follows the Ministry of State-Owned Enterprises' (SOE) target of 20 hours of training per person per year. The Company has set a higher internal target of 25 hours per person per year and plans to certify 20 employees per year.

In 2022, the Company exceeded its target for employee competency development, with 33.45 training hours per person, representing 133.79% of the target of 25 hours per person. Additionally, 33 employees were certified, exceeding the target of 20 people by 165.00%

**Realisasi Program Pengembangan Kompetensi Karyawan 2021-2022**  
Realization of Employee Competency Development Program 2021-2022

| Uraian<br>Description                                                                                                 | 2022         | 2021         |
|-----------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| Jumlah karyawan (orang)<br>Number of employees (people)                                                               | 897          | 912          |
| Jumlah jam <i>training</i> (jam)<br>Number of training hours (hours)                                                  | 29.970       | 35.765,5     |
| Jumlah hari <i>training</i> (hari)<br>Number of training days (days)                                                  | 1.248,75     | 1.490,22     |
| Hari <i>training</i> /karyawan (hari)<br>Training days/employees (days)                                               | 1,39         | 1,63         |
| <b>Total karyawan yang mengikuti <i>training</i> (orang)</b><br><b>Total employees who attended training (people)</b> | <b>3.600</b> | <b>4.760</b> |



### Realisasi Rata-Rata Durasi Program Pelatihan Berdasarkan Level Jabatan 2021-2022

Actual Average Duration of Training Program Based on Position Level 2021-2022

| Level Jabatan<br>Position Level | Jumlah Jam/Karyawan<br>Hours/Employee |       |
|---------------------------------|---------------------------------------|-------|
|                                 | 2022                                  | 2021  |
| Vice President                  | 50,88                                 | 75,94 |
| Senior Manager                  | 37,82                                 | 50,00 |
| Manager                         | 52,41                                 | 65,22 |
| Junior Manager                  | 35,92                                 | 29,55 |
| Non-Staf                        | 29,82                                 | 17,28 |

### Realisasi Rata-Rata Durasi Program Pelatihan Berdasarkan Gender 2021-2022

Realization of Average Duration of Training Programs Based on Gender 2021-2022

| Gender              | Jumlah Jam/Karyawan<br>Hours/Employee |       |
|---------------------|---------------------------------------|-------|
|                     | 2022                                  | 2021  |
| Laki-laki<br>Male   | 3.070                                 | 3.975 |
| Perempuan<br>Female | 530                                   | 785   |

### Jumlah Pelatihan dan Peserta Pelatihan Berdasarkan Bidang Pelatihan 2021-2022

Number of Training and Training Participants by Field of Training 2021-2022

| Bidang Pelatihan<br>Training Field                                       | 2022                                                  |                                                             |                                                                                          | 2021                                                  |                                                             |                                                                                          |
|--------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------|
|                                                                          | Jumlah Pelatihan (kali)<br>Number of Training (times) | Jumlah Peserta (orang)<br>Number of Participants (employee) | % Jumlah Pelatihan terhadap Jumlah Peserta<br>% Total Training to Number of Participants | Jumlah Pelatihan (kali)<br>Number of Training (times) | Jumlah Peserta (orang)<br>Number of Participants (employee) | % Jumlah Pelatihan terhadap Jumlah Peserta<br>% Total Training to Number of Participants |
| Bidang Keuangan<br>Finance                                               | 11                                                    | 23                                                          | 47,83                                                                                    | 17                                                    | 39                                                          | 43,59                                                                                    |
| Bidang Sumber Daya Manusia<br>Human Resources                            | 28                                                    | 605                                                         | 4,63                                                                                     | 38                                                    | 1.271                                                       | 2,99                                                                                     |
| Bidang Pemasaran/Distribusi<br>Marketing/Distribution                    | 13                                                    | 169                                                         | 7,69                                                                                     | 16                                                    | 60                                                          | 26,67                                                                                    |
| Bidang Teknik/Operasi<br>Engineering/Operation                           | 52                                                    | 1.135                                                       | 4,58                                                                                     | 76                                                    | 1.085                                                       | 7,00                                                                                     |
| Bidang Keselamatan dan Kesehatan Kerja<br>Occupational Safety and Health | 18                                                    | 569                                                         | 3,16                                                                                     | 32                                                    | 795                                                         | 4,03                                                                                     |
| Bidang Pengembangan Manajemen<br>Management Development                  | 20                                                    | 126                                                         | 15,87                                                                                    | 39                                                    | 139                                                         | 28,06                                                                                    |
| Bidang Pengawasan<br>Supervisory                                         | 9                                                     | 100                                                         | 9,00                                                                                     | 21                                                    | 376                                                         | 5,59                                                                                     |
| Bidang Teknologi Informasi<br>Information Technology                     | 14                                                    | 241                                                         | 5,81                                                                                     | 29                                                    | 403                                                         | 7,20                                                                                     |
| Bidang Hukum & Kehumasan<br>Legal & Public Relations                     | 12                                                    | 414                                                         | 2,90                                                                                     | 13                                                    | 409                                                         | 3,18                                                                                     |



### Jumlah Pelatihan dan Peserta Pelatihan Berdasarkan Bidang Pelatihan 2021-2022 Number of Training and Training Participants by Field of Training 2021-2022

| Bidang Pelatihan<br>Training Field                  | 2022                                                  |                                                             |                                                                                          | 2021                                                  |                                                             |                                                                                          |
|-----------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------|
|                                                     | Jumlah Pelatihan (kali)<br>Number of Training (times) | Jumlah Peserta (orang)<br>Number of Participants (employee) | % Jumlah Pelatihan terhadap Jumlah Peserta<br>% Total Training to Number of Participants | Jumlah Pelatihan (kali)<br>Number of Training (times) | Jumlah Peserta (orang)<br>Number of Participants (employee) | % Jumlah Pelatihan terhadap Jumlah Peserta<br>% Total Training to Number of Participants |
| Bidang Procurement<br>Procurement                   | 2                                                     | 2                                                           | 100,00                                                                                   | 2                                                     | 2                                                           | 100,00                                                                                   |
| Bidang Umum & Lain-Lain<br>General Affairs & Others | 39                                                    | 216                                                         | 18,06                                                                                    | 29                                                    | 181                                                         | 16,02                                                                                    |
| <b>Jumlah Total</b>                                 | <b>218</b>                                            | <b>3.600</b>                                                | <b>6,06</b>                                                                              | <b>312</b>                                            | <b>4.760</b>                                                | <b>6,55</b>                                                                              |

### Jenis Program Pengembangan Kompetensi Karyawan

Program pengembangan kompetensi karyawan di lingkup Perusahaan, dikelompokkan menjadi 3 (tiga) jenis pelatihan, yakni pelatihan *in-house*, pelatihan umum, dan pelatihan *online*, dengan penjelasan sebagai berikut.

1. Pelatihan *In-House*  
Perusahaan mengembangkan program pelatihan secara internal melalui kerja sama dengan pihak eksternal dalam pemberian materi pelatihan yang ditujukan untuk peningkatan kompetensi karyawan terkait bidang pekerjaan.
2. Pelatihan Umum  
Pada pelatihan umum, Perusahaan mengikutsertakan para karyawan secara intens pada program pelatihan-pelatihan, serta seminar, baik di dalam maupun di luar negeri, sesuai dengan kebutuhan untuk meningkatkan kompetensi karyawan.
3. Pelatihan *Online*  
Perusahaan mengikutsertakan para karyawan pada pelatihan-pelatihan yang diselenggarakan secara *daring/virtual*, baik yang diselenggarakan oleh internal Perusahaan maupun pihak ketiga.

### Types of Employee Competency Development Programs

The Company's employee competency development programs are categorized into three types of training: *in-house*, general, and online. Each type of training is explained below.

1. In-House Training  
The company develops training programs internally through collaboration with external parties in providing training materials aimed at increasing employee competencies related to the field of work.
2. General Training  
In general training, the Company involves its employees intensely in training programs, as well as seminars, both at home and abroad, according to the need to improve employee competency.
3. Online Training  
The company enrolls its employees in trainings held online/virtually, both internally held by the Company and third parties.

### Realisasi Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022 Realization of Employee Competency Development Program Based on Type of Training 2022

| No                  | Jenis Pelatihan<br>Type of Training            | Jumlah Pelatihan (kali)<br>Number of Training (times) | Jumlah Peserta (orang)<br>Number of Participants (employee) | % Jumlah Pelatihan per Jenis Pelatihan<br>% Number of Training per Type of Training | % Jumlah Peserta per Jenis Pelatihan<br>% Number of Participants per Type of Training |
|---------------------|------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 1                   | Pelatihan <i>In-House</i><br>In-House Training | 53                                                    | 901                                                         | 24,32                                                                               | 25,03                                                                                 |
| 2                   | Pelatihan Umum<br>General Training             | 96                                                    | 2.519                                                       | 44,03                                                                               | 69,97                                                                                 |
| 3                   | Pelatihan <i>Online</i><br>Online Training     | 69                                                    | 180                                                         | 31,65                                                                               | 5,00                                                                                  |
| <b>Jumlah Total</b> |                                                | <b>218</b>                                            | <b>3.600</b>                                                | <b>100,00</b>                                                                       | <b>100,00</b>                                                                         |





## Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022

### Details of Employee Competency Development Program Based on Type of Training 2022

| Nama Program<br>Program Name                                                                                                                      | Tujuan Program<br>Program Objectives                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pelatihan In House</b><br>In-House Training                                                                                                    |                                                                                                                                                                       |
| IHT Penggunaan Aplikasi SMART<br>IHT SMART Application Usage                                                                                      | Peningkatan pengetahuan tentang cara <i>Smart Inspection</i><br>Increased knowledge about how to Smart Inspection                                                     |
| Instruktur IHT Penggunaan Aplikasi SMART<br>IHT Instructor Using the SMART Application                                                            | <i>Sharing session</i> tentang <i>Smart Inspection</i> dan meningkatkan <i>skill</i> mengajar<br>Sharing session about Smart Inspection and improving teaching skills |
| IHT <i>Total Productive Maintenance</i>                                                                                                           | Peningkatan pengetahuan tentang TPM<br>Increased knowledge about TPM                                                                                                  |
| Instruktur IHT <i>Total Productive Maintenance</i><br>IHT Total Productive Maintenance Instructor                                                 | <i>Sharing session</i> tentang TPM dan meningkatkan <i>skill</i> mengajar<br>Sharing session about TPM and improving teaching skills                                  |
| IHT <i>Alignment Coupling</i>                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| Instruktur IHT <i>Alignment Coupling</i><br>IHT Alignment Coupling Instructor                                                                     | <i>Sharing session</i> dan meningkatkan <i>skill</i> mengajar<br>Sharing sessions and improving teaching skills                                                       |
| IHT P3K & CPR<br>IHT first aid & CPR                                                                                                              | Peningkatan pelatihan tentang CPR<br>Increased training on CPR                                                                                                        |
| Audit Sistem <i>Management SMSB</i><br>SMSB Management System Audit                                                                               | Peningkatan pengetahuan tentang management SMSB<br>Increased knowledge about SMSB management                                                                          |
| Sertifikasi <i>Operator Genset</i> (Daring)<br>Genset Operator Certification (Online)                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| Bimbingan Teknik Pengelolaan Layanan Informasi Publik<br>Public Information Service Management Technical Guidance                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| <i>Training Drone &amp; Trimble Business Center (TBC) Advance with Photogrammetry</i>                                                             | Peningkatan pengetahuan tentang pemetaan tambang memakai drone<br>Increased knowledge about mine mapping using drones                                                 |
| IHT Pencegahan & Penanggulangan Kebakaran<br>IHT Fire Prevention & Management                                                                     | Peningkatan pengetahuan tentang bahaya kebakaran<br>Increased knowledge about fire hazards                                                                            |
| <i>Sharing knowledge SAP Sub Modul Overview SAP, PP, QM, PM &amp; MM</i><br>Sharing knowledge SAP Sub Module Overview SAP, PP, QM, PM & MM        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of SOE ACTIVITIES                                                                           | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                                           |
| <i>Urban Renewal Penyediaan Hunian Layak dan Terjangkau di Indonesia</i><br>Urban Renewal Provision of Decent and Affordable Housing in Indonesia | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                                           |
| IHT Pencegahan & Penanggulangan Kebakaran Site Palembang<br>IHT Palembang Site Fire Prevention & Management                                       | Peningkatan pengetahuan tentang bahaya kebakaran<br>Increased knowledge about fire hazards                                                                            |
| IHT HIRADC                                                                                                                                        | Peningkatan pengetahuan tentang pemetaan bahaya<br>Increased knowledge about hazard mapping                                                                           |
| <i>Workshop Quality Alignment</i>                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| IHT Pencegahan & Penanggulangan Kebakaran Site Panjang<br>IHT Panjang Site Fire Prevention & Management                                           | Peningkatan pengetahuan tentang bahaya kebakaran<br>Increased knowledge about fire hazards                                                                            |
| <i>Sharing knowledge INDI 4.0</i>                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| <i>Sharing knowledge "Pelumas"</i>                                                                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| IHT Pengenalan Bahan Peledak<br>IHT Introduction of Explosives                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                           |
| IHT <i>Autonomous Maintenance, Planned Maintenance &amp; Focused Improvement</i>                                                                  | Peningkatan pengetahuan tentang AM, PM & FI<br>Increased knowledge about AM, PM & FI                                                                                  |



**Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022**  
Details of Employee Competency Development Program Based on Type of Training 2022

| Nama Program<br>Program Name                                                                                                                                                                                                                                                | Tujuan Program<br>Program Objectives                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Instruktur IHT <i>Autonomous Maintenance, Planned Maintenance &amp; Focused Improvement</i><br>IHT Autonomous Maintenance Instructor, Planned Maintenance & Focused Improvement                                                                                             | Sharing session tentang <i>Autonomous, planed &amp; Focused Improvement</i> serta meningkatkan <i>skill</i> mengajar<br>Sharing session about Autonomous, planned & Focused Improvement and improving teaching skills |
| IHT <i>Emergency Response Team</i> Kebakaran<br>IHT Emergency Response Team Fire                                                                                                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| IHT Pengelolaan Limbah B3<br>IHT Hazardous Waste Management                                                                                                                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| <i>Training Bahasa Pemrograman Java Fundamental &amp; Java Springboot</i><br>Java Fundamental & Java Springboot Programming Language Training                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| IHT Operasional Cement Mill dan Additif Semen<br>IHT Cement Mill Operations and Cement Additives                                                                                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| Bimbingan Teknis <i>Upload Data Pekerja PT Semen Baturaja (Persero)</i><br>Tbk di Portal Sitara<br>Technical Assistance for Uploading Employee Data of PT Semen Baturaja (Persero) Tbk on the Sitara Portal                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| <b>Pelatihan Umum</b><br>General Training                                                                                                                                                                                                                                   |                                                                                                                                                                                                                       |
| <i>Talkshow Preparing Human Capital for Business Recovery</i>                                                                                                                                                                                                               | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                                                                                           |
| Visitasi Laboratorium<br>Laboratory Visits                                                                                                                                                                                                                                  | <i>Sharing Knowledge</i> tentang laboratorium di <i>cluster</i> Infrastruktur BUMN<br>Sharing Knowledge about laboratories in the BUMN Infrastructure cluster                                                         |
| Seminar Uji Layanan K3<br>OSH Service Test Seminar                                                                                                                                                                                                                          | Peningkatan pengetahuan bidang K3<br>Increasing OSH knowledge                                                                                                                                                         |
| Narasumber Penghargaan Industri Hijau Ke 12<br>Speaker of the 12th Green Industry Award                                                                                                                                                                                     | Peningkatan kemampuan manajerial<br>Improvement of managerial ability                                                                                                                                                 |
| <i>Training Quality Excellence Activity (QEA) National Assessment</i>                                                                                                                                                                                                       | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| Dialog Bersama Menteri BUMN dan <i>Launching Implementasi respectful Workplace Policy</i> di BUMN<br>Dialogue with the Minister of SOEs and the Launching of the Implementation of a Respectful Workplace Policy in SOEs                                                    | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                                                                                           |
| Seminar Nasional Dana Pensiun ADPI<br>ADPI Pension Fund National Seminar                                                                                                                                                                                                    | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| <i>Training Teknis Pengujian Beton</i><br>Concrete Testing Technical Training                                                                                                                                                                                               | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| <i>Training Titik Kritis Pengujian Semen Sesuai SNI</i><br>Cement Test Critical Point Training According to SNI                                                                                                                                                             | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| <i>Training Practical Data Visualizations Using Tableau</i>                                                                                                                                                                                                                 | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| Pelatihan Kursus Pajak Terapan Brevet A, B dan C Kelas <i>Online &amp; Offline/Ujian</i> Kursus Pajak Terapan Brevet<br>Brevet Applied Tax Course Training A, B and C Online & Offline Class/<br>Brevet Applied Tax Course Exam                                             | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| <i>Training Sertifikasi ISO 31000 Standard International Manajemen Risiko Fundamental ERM</i><br>ISO 31000 Certification International Standard ERM Fundamental Risk Management Training                                                                                    | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                                                                                         |
| Pelatihan UI & UX Adobe Illustrator & XD<br>UI & UX Adobe Illustrator & XD training                                                                                                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| <i>Training Inspeksi Beton</i>                                                                                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |
| Sosialisasi Pelaksanaan Jaminan Sosial Tenaga Kerja dan Fasilitas Kesejahteraan Pekerja di Perusahaan dalam wilayah Kota Palembang<br>Dissemination of the Implementation of Workers' Social Security and Workers' Welfare Facilities in Companies in the City of Palembang | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                                                                           |



## Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022

### Details of Employee Competency Development Program Based on Type of Training 2022

| Nama Program<br>Program Name                                                                                                                                                                                                                                                           | Tujuan Program<br>Program Objectives                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sosialisasi Pembinaan Teknis Persyaratan Kerja dan Konsultasi Program pada Perusahaan dan Pekerja/Buruh dalam wilayah Kota Palembang<br>Dissemination of Technical Guidance on Job Requirements and Program Consultation for Companies and Workers/Laborers in the Palembang City area | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                            |
| <i>Gather in Action, Research with Innovation Infrastructure Inspiration</i>                                                                                                                                                                                                           | <i>Sharing Knowledge</i> tentang inovasi Infrastruktur BUMN<br>Sharing Knowledge about BUMN Infrastructure innovation                                  |
| Sosialisasi kepada Perusahaan dan Serikat PUK di Perusahaan dalam Wilayah Kota Palembang<br>Outreach to PUK Companies and Unions in Companies in the Palembang City Region                                                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                            |
| Studi Banding PT. Semen Gresik "Penurunan Faktor Clinker"<br>Comparative Study of PT. Semen Gresik "Decreased Clinker Factor"                                                                                                                                                          | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                          |
| Studi Banding PT Solusi Bangun Indonesia "Alternative Fuel Rate (AFR)/Thermal Substitution Rate (TSR)"<br>Comparative Study of PT Solusi Bangun Indonesia "Alternative Fuel Rate (AFR)/Thermal Substitution Rate (TSR)"                                                                | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                          |
| Studi Banding PT. Semen Tonasa "Pengaplikasian Expert Optimizer"<br>Comparative Study of PT. Semen Tonasa "Application of Expert Optimizer"                                                                                                                                            | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                          |
| Studi Banding PT. Semen Padang "Pengaplikasian Expert Optimizer"<br>Comparative Study of PT. Semen Padang "Application of Expert Optimizer"                                                                                                                                            | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                          |
| <i>Stop Precarious Work</i>                                                                                                                                                                                                                                                            | Peningkatan pengetahuan bidang <i>Human Capital</i><br>increasing knowledge in the field of Human Capital                                              |
| <i>Industrial Unionism Workshop</i>                                                                                                                                                                                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                            |
| <i>Research Laboratory Roadshow</i>                                                                                                                                                                                                                                                    | <i>Sharing Knowledge</i> tentang laboratorium di cluster Infrastruktur BUMN<br>Sharing Knowledge about laboratories in the BUMN Infrastructure cluster |
| Undangan Workshop Vulnerability and Compromised Assessment Sektor Industri<br>Invitation to Industrial Sector Vulnerability and Compromised Assessment Workshop                                                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                            |
| <i>Benchmark Proses SCM (Outbound) Manajemen Order &amp; Transportasi</i><br>SCM Process Benchmark (Outbound) Order Management & Transportation                                                                                                                                        | Peningkatan kompetensi bidang transportasi<br>Increased competence in the field of transportation                                                      |
| Pembentukan Gugus Tugas Kesetaraan dan Pencegahan Pelecehan Seksual di Tempat Kerja<br>Formation of the Equality and Prevention of Sexual Harassment in the Workplace Task Force                                                                                                       | Peningkatan kompetensi bidang <i>Human Capital</i><br>Human Capital competency improvement                                                             |
| Pelatihan Tiara Reliability User Conference (TRUC 2022)<br>Tiara Reliability User Conference Training (TRUC 2022)                                                                                                                                                                      | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                                      |
| Upgrading Hukum Dagang<br>Trade Law Upgrading                                                                                                                                                                                                                                          | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                                      |
| Uji Kompetensi Pelatihan <i>Human Capital</i> untuk Level Staff/ Pelaksana di Bidang <i>Human Capital</i><br>Human Capital Training Competency Test for Staff/Executor Level in the Human Capital Sector                                                                               | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                                      |
| Pelatihan Kursus Pajak Terapan Brevet A,B dan C Kelas Online & Offline<br>Online & Offline Brevet A, B and C Class Applied Tax Course Training                                                                                                                                         | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                                      |
| Studi Banding Ke PT Semen Gresik<br>Comparative Study to PT Semen Gresik                                                                                                                                                                                                               | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                                      |
| Diklat Khusus Kepala SPI dan Sertifikasi Uji Kompetensi Pengelolaan Satuan Pengawas Internal<br>SPI Head Special Training and Internal Supervisory Unit Management Competency Test Certification                                                                                       | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                          |



**Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022**  
Details of Employee Competency Development Program Based on Type of Training 2022

| Nama Program<br>Program Name                                                                                                                                                                                   | Tujuan Program<br>Program Objectives                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Bimbingan Teknis & Workshop Pengukuran Dampak Program TJSL Metode SROI<br>Technical Guidance & Workshop on Impact Measurement of the TJSL Program SROI Method                                                  | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                   |
| Training Teknis Reklamasi Lahan Bekas Tambang<br>Mine Land Reclamation Technical Training                                                                                                                      | Pemenuhan kebutuhan kompetensi jabatan<br>Fulfillment of job competency needs                                                                   |
| International Quality & Productivity Convention 2022                                                                                                                                                           | Peningkatan kompetensi jabatan<br>Position Competency Improvement                                                                               |
| Strategic Marketing and Entrepreneurial Marketing                                                                                                                                                              | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                               |
| Pengukuhan Gelar PIA<br>Inauguration of the PIA Degree                                                                                                                                                         | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                               |
| Diklat Glora Milenial BUMN<br>BUMN Millennial Glora Training                                                                                                                                                   | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                     |
| Bimbingan Teknis Hubungan Keprotokolan se-Sumsel Tahun 2022<br>Technical Guidance for Protocol Relations throughout South Sumatra in 2022                                                                      | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                               |
| Diklat Srikandi<br>Srikandi Training                                                                                                                                                                           | Peningkatan Kompetensi jabatan<br>Position Competency Improvement                                                                               |
| Rekonsiliasi Data Wajib Laport LHKPN Tahun 2022<br>2022 LHKPN Compulsory Reporting Data Reconciliation                                                                                                         | Peningkatan pengetahuan tentang LHKPN<br>Increased knowledge about LHKPN                                                                        |
| Sertifikasi Manager Energi<br>Energy Manager Certification                                                                                                                                                     | Pemenuhan kompetensi jabatan<br>Fulfillment of job competence                                                                                   |
| Sertifikasi Audit Operasional & Sertifikasi Dasar-dasar Audit<br>Operational Audit Certification & Audit Fundamentals Certification                                                                            | Pemenuhan kompetensi jabatan<br>Fulfillment of job competence                                                                                   |
| Markplus Conference 2023                                                                                                                                                                                       | Peningkatan Kompetensi jabatan<br>Fulfillment of job competence                                                                                 |
| <b>Pelatihan Online</b><br>Online Training                                                                                                                                                                     |                                                                                                                                                 |
| Online Training Dasar-dasar Audit<br>Online Training Basic of Audit                                                                                                                                            | Sharing knowledge tentang dasar dasar audit<br>Sharing knowledge about the basics of auditing                                                   |
| Online Training Leveraging the roles of Audit Committee                                                                                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     |
| Online Training Grand AKHLAK Workshop Strategi Implementasi Juara<br>Online Training Grand Morals Strategy Implementation Champion Workshop                                                                    | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                     |
| Online Training Sertifikasi Auditor Hukum<br>Online Legal Auditor Certification Training                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     |
| Webinar SIG Research Laboratory<br>SIG Research Laboratory webinar                                                                                                                                             | Sharing Knowledge tentang laboratorium di cluster Infrastruktur BUMN<br>Sharing Knowledge about laboratories in the BUMN Infrastructure cluster |
| FGD Penerapan Perlindungan Fungsi Reproduksi Pekerja Perempuan dan Penanggulangan Pekerja Anak<br>FGD Implementation of Protection of the Reproductive Function of Women Workers and Prevention of Child Labor | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Increased knowledge in the field of Human Capital                                        |
| Webinar TFB 2022 – Penyusunan Kertas Kerja Rekonsiliasi Fiskal dan SPT PPh Badan<br>TFB 2022 Webinar – Compilation of Fiscal Reconciliation Worksheets and Corporate Income Tax Returns                        | Peningkatan pengetahuan bidang <i>Human Capital</i> dan perpajakan<br>Increasing knowledge in the field of Human Capital and taxation           |
| Online Training Edukasi Tata Cara Perundingan PKB Bagi Serikat Pekerja/Serikat Buruh & Perusahaan<br>Online Educational Training on Procedures for PKB Negotiations for Trade Unions/Labor Unions & Companies  | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Increased knowledge in the field of Human Capital                                        |
| Online Training Flatter, More Agile Organization                                                                                                                                                               | Peningkatan pengetahuan bidang <i>Human Capital</i><br>Increased knowledge in the field of Human Capital                                        |
| Uji Kompetensi Auditor Hukum<br>Legal Auditor Competency Test                                                                                                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                     |



## Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022

### Details of Employee Competency Development Program Based on Type of Training 2022

| Nama Program<br>Program Name                                                                                                                                  | Tujuan Program<br>Program Objectives                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Online Training Talent & Knowledge Management 2022                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Modul "Commercial Management"                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Basic SAP Sub Modul Organization Management                                                                                                   | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Pelatihan Modul "Supply Chain Management" Batch 2<br>Batch 2 "Supply Chain Management" Module Training                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Sistem Internal Auditor ISO 9001 : 2015<br>Online Training System for Internal Auditor ISO 9001 : 2015                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training SNI ISO 37001 : 2016                                                                                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training SNI ISO 45001 : 2018                                                                                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Training Online E-Learning                                                                                                                                    | Sharing knowledge tentang E Learning SMBR<br>Sharing knowledge about E-Learning SMBR   |
| Sharing Session Sustainable, Resilient Operation Through Lean Organization                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Talent & Knowledge Management 2022                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Kursus Pajak Terapan Brevet A,B dan C Kelas Online & Offline<br>Online Training Applied Tax Course Brevet A, B and C Classes Online & Offline | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training How to Lead Change Effectively                                                                                                                | Meningkatkan soft skill<br>Improve soft skills                                         |
| Online Training Implementasi ISO 50001:2018<br>ISO 50001:2018 Implementation Online Training                                                                  | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Procurement and Purchasing Management                                                                                                         | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Internal Auditor ISO 50001:2018 (Daring)<br>Internal Auditor ISO 50001:2018 (Online)                                                                          | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Diklat Audit SMKP (Daring)<br>SMKP Audit Training (Online)                                                                                                    | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Diklat Sertifikasi Pengawas Operasional Pertama (Daring)<br>First Operational Supervisor Certification Training (Online)                                      | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Quality Excellence Activity Assessment                                                                                                        | Peningkatan kompetensi jabatan<br>Improvement of job competence                        |
| Online Training Petugas Pengambil Contoh<br>Online Training for Sampling Officers                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training Transformasi Industri 4.0<br>Online Training for Industrial Transformation 4.0                                                                | Peningkatan Pengetahuan tentang industri 4.0<br>Increased Knowledge about industry 4.0 |
| Refreshment Baturaja Risk Containment 2022 (Aplikasi E Learning)<br>Refreshment Baturaja Risk Containment 2022 (E Learning Application)                       | Penyegaran tentang safety<br>Refreshment on safety                                     |
| Refreshment Safety Leadership 2022 (Aplikasi E Learning)<br>Refreshment Safety Leadership 2022 (E Learning Application)                                       | Penyegaran tentang safety<br>Refreshment on safety                                     |
| Online Training Sertifikasi Diklat POP<br>POP Training Certification Online Training                                                                          | Pemenuhan kompetensi Jabatan<br>Fulfillment of Position competence                     |
| Online Training Refreshment Key User SAP Modul PM<br>Online Training Refreshment Key User SAP Module PM                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                            |
| Online Training<br>"Sosialisasi Pendanaan Riset Inovatif Produktif"<br>Online Training<br>"Innovative Productive Research Funding Socialization"              | Sharing knowledge tentang pendanaan riset<br>Sharing knowledge about research funding  |





**Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022**  
Details of Employee Competency Development Program Based on Type of Training 2022

| <b>Nama Program</b><br>Program Name                                                                                                                                                                                                           | <b>Tujuan Program</b><br>Program Objectives                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program "Yuk, Bagusin Sustainability Report"<br>"Yuk, Bagusin Sustainability Report" Program                                                                                                                                                  | Peningkatan pengetahuan kompetensi jabatan<br>Increasing knowledge of job competencies                                                                      |
| Tausiyah Online bersama Ketua IKADI Sumatera Barat<br>Online Tausiyah with the Head of IKADI West Sumatra                                                                                                                                     | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                                 |
| Pelatihan <i>Strategy Marketing</i><br>Marketing Strategy Training                                                                                                                                                                            | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Webinar <i>Learn &amp; Share I2RI</i><br>"Cutting Edge Technology In Cement & Concrete Materials"                                                                                                                                             | <i>Sharing knowledge</i> tentang teknologi semen<br>Sharing knowledge about cement technology                                                               |
| One Day Online "Workshop Financial Modelling & Business Valuation"                                                                                                                                                                            | Peningkatan pengetahuan di bidang <i>finance</i><br>Increased knowledge in the field of finance                                                             |
| Online Training Transformasi Industri 4.0<br>Online Training for Industrial Transformation 4.0                                                                                                                                                | Peningkatan pemahaman tentang industri 4.0<br>Increased understanding of industry 4.0                                                                       |
| Online Training <i>The Concept of Environmentally Friendly Technology to Build a New Capital City (IKN): "Sustainable Infrastructure for a Better Living"</i>                                                                                 | <i>Sharing knowledge</i> tentang teknologi yang akan digunakan pada pembuatan IKN<br>Sharing knowledge about the technology that will be used in making IKN |
| Online Training Dasar-Dasar Audit<br>Online Training Fundamentals of Auditing                                                                                                                                                                 | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Online Training Pelatihan dan Sertifikasi <i>Human Capital</i> untuk level Staff/pelaksana di bidang <i>Human Capital</i><br>Online Training Human Capital Training and Certification for Staff/executive level in the field of Human Capital | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| <i>The Balance Between Human Workers &amp; Intelligent Robots</i>                                                                                                                                                                             | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Online Training Pelatihan dan Sertifikasi <i>Human Capital</i> level Manager<br>Online Training Human Capital Level Manager Training and Certification                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Online Training MRP SAP                                                                                                                                                                                                                       | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Workshop <i>Market Riset Design</i><br>Market Research Design Workshop                                                                                                                                                                        | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Online Training Mengenal <i>Assessment</i> dan <i>Self Assessment</i> GCG<br>Online Training Getting to Know GCG Assessment and Self Assessment                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Webinar AKHLAK "Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>Moral Webinar "Improving Performance through the Application of AKHLAK Values"                                                                                  | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                                                                                 |
| Webinar I2LI "Advanced Material Technology for Sustainable Lean Construction"<br>I2LI Webinar "Advanced Material Technology for Sustainable Lean Construction"                                                                                | <i>Sharing knowledge</i> tentang konstruksi<br>Sharing knowledge about construction                                                                         |
| Webinar Kolaborasi Semen Baturaja x SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja x SIG Collaborative Webinar "Challenges and Opportunities for the Building Materials Industry in the Future"             | <i>Sharing knowledge</i> tentang konstruksi<br>Sharing knowledge about construction                                                                         |
| Online Training <i>Waste Management for Sustainable Environment and Business</i>                                                                                                                                                              | Peningkatan pengetahuan tentang pemanfaatan limbah dan lingkungan<br>Increased knowledge about waste utilization and the environment                        |
| Online Training Ujian CPMA (Certified Professional Management Accounting)                                                                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Online Training Pendidikan Profesi <i>Investor Relations</i><br>Online Investor Relations Professional Education Training                                                                                                                     | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Online Training Peningkatan Pemahaman Gratifikasi<br>Online Training to Improve Understanding of Gratification                                                                                                                                | Kebutuhan kompetensi jabatan<br>Job competency requirements                                                                                                 |
| Webinar Nasional Kepabeanan<br>National Customs Webinar                                                                                                                                                                                       | Peningkatan pengetahuan tentang kepabeanan<br>Increased knowledge about customs                                                                             |





### Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2022

#### Details of Employee Competency Development Program Based on Type of Training 2022

| Nama Program<br>Program Name                                                                                                                                                                                                                                              | Tujuan Program<br>Program Objectives                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Online Training Strategic Man Power Planning                                                                                                                                                                                                                              | Peningkatan pengetahuan tentang <i>Human Capital</i><br>Increased knowledge about <i>Human Capital</i> |
| Online Training Sharing Session CO-Opetition and Integration                                                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                            |
| Online Training IAMI Management Accountants Conference 2022                                                                                                                                                                                                               | Kebutuhan kompetensi jabatan<br>Job competency requirements                                            |
| Online Training Driving Agile Performance Through Objective Key Result (OKR)                                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                            |
| Online Training Organization Strategic Initiative                                                                                                                                                                                                                         | Peningkatan pengetahuan tentang <i>Human Capital</i><br>Increased knowledge about <i>Human Capital</i> |
| Webinar Implementasi Industrial Audit, <i>Human Right Diligence dan Respectful Workplace</i> untuk Mendorong Keberlanjutan Perusahaan<br>Webinars on Industrial Audit Implementation, Human Rights Diligence and Respectful Workplace to Encourage Company Sustainability | Peningkatan pengetahuan tentang <i>Human Capital</i><br>Increased knowledge about <i>Human Capital</i> |
| Online Training Peningkatan Pemahaman Gratifikasi<br>Online Training to Improve Understanding of Gratification                                                                                                                                                            | Peningkatan kompetensi jabatan<br>Job competency requirements                                          |
| Online Training ITDRI ConFes Future Back: Trouble – Free Life Happens                                                                                                                                                                                                     | Peningkatan <i>soft skill</i><br>Improvement of soft skills                                            |
| Online Training Pijar Mahir Live Class UI/UX “Build Your Own Design System”                                                                                                                                                                                               | Peningkatan kompetensi jabatan<br>Improvement of job competence                                        |
| Online Training dan Ujian Sertifikasi Manajemen Risiko di Bidang QCRO ( <i>Qualified Chief Risk Officer</i> )                                                                                                                                                             | Peningkatan kompetensi jabatan<br>Improvement of job competence                                        |
| Online Training Refreshment SAP Sub Modul QM                                                                                                                                                                                                                              | Kebutuhan kompetensi jabatan<br>Job competency requirements                                            |

### Investasi Program Pengembangan Kompetensi Karyawan

Di tahun 2022, Perusahaan telah merealisasikan biaya pengembangan kompetensi bagi karyawan sebesar Rp1.148.027.814,- atau mencapai 95,67% terhadap target yang telah ditetapkan, yaitu sebesar Rp1.200.000.000,-. Adapun rincian realisasi terhadap target berdasarkan bidang pelatihan, dan realisasi biaya program berdasarkan gender, adalah sebagaimana terlampir berikut ini.

### Employee Competency Development Program Investment

In 2022, the Company spent IDR1,148,027,814 on employee competency development, which is 95.67% of the set target of IDR1,200,000,000. Please see the attached document for details on the realization of targets by training sector and program costs by gender.

### Realisasi Biaya Program terhadap Target Berdasarkan Bidang Pelatihan 2021-2022

#### Realization of Program Costs Against Targets Based on Training Sector 2021-2022

| No               | Bidang Pelatihan<br>Training Field                      | 2022                    |                                     |       | 2021                    |                                     |        |
|------------------|---------------------------------------------------------|-------------------------|-------------------------------------|-------|-------------------------|-------------------------------------|--------|
|                  |                                                         | Target<br>(Rp)<br>(IDR) | Realisasi (Rp)<br>Realization (IDR) | %     | Target<br>(Rp)<br>(IDR) | Realisasi (Rp)<br>Realization (IDR) | %      |
| 1                | Bidang Teknik dan Operasi<br>Engineering and Operations | 600.000.000             | 537.232.103                         | 89,54 | 439.109.688             | 439.109.688                         | 100,00 |
| 2                | Bidang Manajemen & Lainnya<br>Management & Others       | 600.000.000             | 610.795.711                         | 101.8 | 411.871.240             | 411.528.740                         | 99,92  |
| Jumlah<br>Amount |                                                         | 1.200.000.000           | 1.148.027.814                       | 95,67 | 850.980.928             | 850.638.428                         | 99,96  |



### Realisasi Biaya Program Berdasarkan Gender 2021-2022 Realization of Program Costs Based on Gender 2021-2022

| No               | Gender              | 2022                                |                              | 2021                                |                              |
|------------------|---------------------|-------------------------------------|------------------------------|-------------------------------------|------------------------------|
|                  |                     | Realisasi (Rp)<br>Realization (IDR) | Komposisi<br>Composition (%) | Realisasi (Rp)<br>Realization (IDR) | Komposisi<br>Composition (%) |
| 1                | Laki-laki<br>Male   | 804.558.592                         | 70,08                        | 632.038.428                         | 74,30                        |
| 2                | Perempuan<br>Female | 343.469.222                         | 29,92                        | 218.600.000                         | 25,70                        |
| Jumlah<br>Amount |                     | 1.148.027.814                       | 100,00                       | 850.638.428                         | 100,00                       |

## PROGRAM KESELAMATAN DAN KESEHATAN KERJA

### Komitmen dan Kebijakan

Pengelolaan aspek Keselamatan dan Kesehatan Kerja (K3) di lingkup Perusahaan mengacu pada peraturan perundang-undangan yang berlaku, yaitu Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan, dan Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja, serta Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). Perusahaan menempatkan K3 sebagai prioritas utama di dalam bekerja dan beraktivitas di lingkup Perusahaan dan merupakan budaya yang harus dipatuhi, dalam rangka menunjang keberlanjutan usaha Perusahaan serta meningkatkan nilai bagi para pemangku kepentingan.

Dalam perencanaan kegiatan K3, Perusahaan wajib untuk melaksanakan syarat-syarat keselamatan dan kesehatan kerja untuk kepentingan Perusahaan maupun kepentingan karyawan sesuai dengan peraturan perundang-perundangan yang berlaku, yang mencakup:

1. Perusahaan wajib untuk melaksanakan syarat-syarat keselamatan dan kesehatan kerja untuk kepentingan Perseroan maupun kepentingan karyawan sesuai dengan peraturan perundang-undangan yang berlaku.
2. Perusahaan menyelenggarakan pembinaan karyawan untuk keselamatan dan kesehatan kerja serta membentuk panitia pembina keselamatan dan kesehatan kerja (P2K3).
3. Perusahaan mentaati segala bentuk peraturan, ketentuan dan prosedur dengan menyediakan tanda/rambu atau tulisan yang berkaitan dengan norma keselamatan dan kesehatan kerja.
4. Perusahaan menyediakan alat-alat/perlengkapan keselamatan kerja sesuai dengan risiko pekerjaan.

### Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3)

Perusahaan telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai wadah partisipasi karyawan dalam penerapan K3 di tempat kerja. Tugas pokok P2K3 sebagai suatu badan pembantu di tempat kerja ialah memberikan saran-saran dan pertimbangan, baik diminta maupun tidak, kepada pengusaha/pengurus tempat kerja yang bersangkutan mengenai masalah-masalah keselamatan dan kesehatan kerja.

## OCCUPATIONAL SAFETY AND HEALTH PROGRAM

### Commitment and Policy

The Company's management of Occupational Safety and Health (OSH) aspects is guided by applicable laws and regulations, including Law No. 13 of 2003 concerning Manpower, Law No. 1 of 1970 concerning Work Safety, and Government Regulation No. 50 of 2012 concerning the Implementation of the Occupational Safety and Health Management System (SMK3). OSH is a top priority in all of the Company's work and activities, and it is a culture that must be followed to ensure the sustainability of the business and create value for stakeholders.

In planning OSH activities, the Company is obliged to comply with applicable laws and regulations related to occupational safety and health requirements for the benefit of the Company and the interests of employees. Such laws and regulations may include:

1. The Company is required to carry out occupational safety and health requirements for the Company and employees interests in accordance with applicable laws and regulations.
2. The Company organizes the employees training for occupational safety and health and forms an occupational safety and health committee (OSHC).
3. The Company complies with all forms of regulations, provisions and procedures by providing signs/signs or writing related to occupational safety and health norms.
4. The Company provides the work safety tools/equipment according to work risks.

### Occupational Safety and Health Advisory Committee (P2K3)

The Company has established an Occupational Safety and Health Advisory Committee (P2K3) to facilitate employee participation in the implementation of OSH practices in the workplace. The main responsibility of P2K3, as an auxiliary agency, is to provide suggestions and recommendations, whether solicited or not, to the employer or workplace administrator regarding occupational safety and health concerns.



Pada penerapannya, anggota P2K3 mewakili seluruh karyawan tetap dalam menyampaikan usulan, masukan, maupun kritik terkait pelaksanaan K3. P2K3 telah dibentuk di 3 (tiga) *site* yang terdiri dari ketua, wakil ketua, sekretaris, bidang keselamatan kerja, bidang kesehatan kerja, dan bidang lingkungan kerja. P2K3 juga melakukan *monitoring* dan evaluasi terhadap pelaksanaan *safety talk/toolbox meeting* harian di tiap unit kerja dalam upaya pencegahan kecelakaan.

Adapun susunan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) per 31 Desember 2022 adalah sebagaimana terlampir berikut ini.

P2K3 members represent all permanent employees in providing suggestions, feedback, and criticisms on the implementation of OSH practices. The committee is established at three different sites, each comprising a chairperson, vice-chairman, secretary, work safety sector, occupational health sector, and work environment sector. Additionally, P2K3 monitors and evaluates the implementation of daily safety talks or toolbox meetings in each work unit to prevent accidents.

The composition of the Occupational Safety and Health Advisory Committee (P2K3) as of December 31, 2022 is as attached below.

### Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) per 31 Desember 2022

Occupational Safety and Health Advisory Committee (P2K3) as of December 31, 2022

| Struktur Organisasi P2K3<br>P2K3 Organizational Structure | Nama<br>Name           |
|-----------------------------------------------------------|------------------------|
| <b>Site Palembang</b>                                     |                        |
| Ketua<br>Chairman                                         | Ramlan Wahyudi         |
| Wakil Ketua<br>Vice Chairman                              | Surya Asmara           |
| Sekretaris<br>Secretary                                   | Imam Pratama Azi       |
| Bidang Keselamatan Kerja<br>Work Safety Sector            | Riza Aprianto          |
| Bidang Kesehatan Kerja<br>Occupational Health Sector      | Nurdias Ramadhani      |
| Bidang Lingkungan Kerja<br>Work Environment Sector        | Imam Pratama Azi       |
| <b>Site Baturaja</b>                                      |                        |
| Ketua<br>Chairman                                         | Adi Oktaviandi         |
| Wakil Ketua<br>Vice Chairman                              | Hendry Irawan Manuhutu |
| Sekretaris<br>Secretary                                   | Meriadi                |
| Bidang Keselamatan Kerja<br>Work Safety Sector            | Mgs. Ach. Fatahilla    |
| Bidang Kesehatan Kerja<br>Occupational Health Sector      | Robbi Santoso          |
| Bidang Lingkungan Kerja<br>Work Environment Sector        | Marta Syahbana         |
| <b>Site Panjang</b>                                       |                        |
| Ketua<br>Chairman                                         | Kristan Teguh Prawito  |
| Wakil Ketua<br>Vice Chairman                              | Andy Aprizal           |
| Sekretaris<br>Secretary                                   | Agussatria Wardana     |
| Bidang Keselamatan Kerja<br>Work Safety Sector            | Yurnalis               |
| Bidang Kesehatan Kerja<br>Occupational Health Sector      | Eri Noprianto          |
| Bidang Lingkungan Kerja<br>Work Environment Sector        | Hadi Yulimansyah       |



## Sertifikasi Karyawan di Bidang K3

Perusahaan senantiasa melakukan pembinaan dan pengembangan karyawan untuk memenuhi kompetensi dasar dan kompetensi teknis keahlian yang dibutuhkan untuk menghasilkan SDM yang berkompeten dan profesional di bidang K3. Pengembangan kompetensi karyawan di bidang K3 dilakukan melalui metode pembelajaran yang meliputi *on the job training*, penyertaan dalam seminar, pelatihan dan program sertifikasi. Adapun daftar sertifikasi karyawan di bidang K3 yang masih berlaku adalah sebagaimana terlampir berikut ini.

## Employee Certification in OSH Field

The Company consistently provides coaching and employee development programs to enhance basic and technical competencies necessary to produce competent and professional human resources in the field of OSH. The development of employee competencies in the OSH domain is facilitated through various learning methodologies such as *on-the-job training*, participation in seminars, and training and certification programs. Please find attached a list of valid employee certifications in the OSH field.

**Daftar Sertifikasi Karyawan di Bidang K3 yang Masih Berlaku per 31 Desember 2022**  
List of Valid Employee Certifications in OSH Field as of December 31, 2022

| No | Nama<br>Name            | Jenis Sertifikasi<br>Certification Type                                                                                                            | Tanggal Masa Berlaku<br>sampai dengan<br>Validity Date up to |
|----|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| 1  | Ari Bagito              | Pembinaan Pengawasan Norma K3 (AK3 Umum)<br>Development of Supervision of OSH Norms (General AK3)                                                  | 28 Februari 2023<br>February 28, 2023                        |
| 2  | Ocvein Tryo Naldo       | Pembinaan Pengawasan Norma K3 (AK3 Umum)<br>Development of Supervision of OSH Norms (General AK3)                                                  | 28 Februari 2023<br>February 28, 2023                        |
| 3  | Rio Julianto            | Pembinaan Pengawasan Norma K3 (AK3 Umum)<br>Development of Supervision of OSH Norms (General AK3)                                                  | 28 Februari 2023<br>February 28, 2023                        |
| 4  | Randy Prayuda           | Pembinaan Pengawasan Norma K3 (AK3 Umum)<br>Development of Supervision of OSH Norms (General AK3)                                                  | 28 Februari 2023<br>February 28, 2023                        |
| 5  | Meriadi                 | Pembinaan Pengawasan Norma K3 (AK3 Umum)<br>Development of Supervision of OSH Norms (General AK3)                                                  | 28 Februari 2023<br>February 28, 2023                        |
| 6  | Kheusvency Harnum       | Pembinaan K3 Bidang P3K di Tempat Kerja<br>OSH Development in First Aid Field in the Workplace                                                     | 19 Maret 2023<br>March 19, 2023                              |
| 7  | Agussatria Wardana      | Pembinaan K3 Bidang P3K di Tempat Kerja<br>OSH Development in First Aid Field in the Workplace                                                     | 19 Maret 2023<br>March 19, 2023                              |
| 8  | Muhamad Herdy Ariansyah | Pembinaan K3 Bidang P3K di Tempat Kerja<br>OSH Development in First Aid Field in the Workplace                                                     | 19 Maret 2023<br>March 19, 2023                              |
| 9  | Maulana Furqon          | Pembinaan K3 Bidang P3K di Tempat Kerja<br>OSH Development in First Aid Field in the Workplace                                                     | 19 Maret 2023<br>March 19, 2023                              |
| 10 | Nurdias Ramadhani       | Pembinaan K3 Bidang P3K di Tempat Kerja<br>OSH Development in First Aid Field in the Workplace                                                     | 19 Maret 2023<br>March 19, 2023                              |
| 11 | Muhammad Akbar          | Pembinaan K3 Bidang P3K di Tempat Kerja<br>OSH Development in First Aid Field in the Workplace                                                     | 19 Maret 2023<br>March 19, 2023                              |
| 12 | Aryo Wahyudi            | Pembinaan Teknik K3 Bidang Kimia<br>OSH Engineering Development in the Field of Chemistry                                                          | 20 Agustus 2023<br>August 20, 2023                           |
| 13 | Rio Julianto            | Petugas Peran Kebakaran Kelas D<br>Class D Fire Role Officer                                                                                       | 30 November 2023<br>November 30, 2023                        |
| 14 | Yudi Apriansyah         | K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkut<br>OSH Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector | 15 Maret 2024<br>March 15, 2024                              |
| 15 | Indra Hajiman           | K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkut<br>OSH Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector | 15 Maret 2024<br>March 15, 2024                              |
| 16 | Novriandi               | K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkut<br>OSH Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector | 15 Maret 2024<br>March 15, 2024                              |
| 17 | Didi Ari Prawira        | K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkut<br>OSH Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector | 15 Maret 2024<br>March 15, 2024                              |







### Daftar Sertifikasi Karyawan di Bidang K3 yang Masih Berlaku per 31 Desember 2022

List of Valid Employee Certifications in OSH Field as of December 31, 2022

| No | Nama<br>Name        | Jenis Sertifikasi<br>Certification Type                                                         | Tanggal Masa Berlaku<br>sampai dengan<br>Validity Date up to |
|----|---------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| 18 | Yudi Apriansyah     | Sertifikasi Operator <i>Mobile Crane</i> Kelas 2<br>Class 2 Mobile Crane Operator Certification | 02 April 2024<br>April 02, 2024                              |
| 19 | Sudarsono           | Sertifikasi Operator <i>Mobile Crane</i> Kelas 3<br>Class 3 Mobile Crane Operator Certification | 02 April 2024<br>April 02, 2024                              |
| 20 | Novriandi           | Sertifikasi Operator <i>Mobile Crane</i><br>Mobile Crane Operator Certification                 | 02 April 2024<br>April 02, 2024                              |
| 21 | Yudi Apriansyah     | Sertifikasi Juru Ikat<br>Certification of Riggers                                               | 30 Desember 2023<br>December 30, 2023                        |
| 22 | Sudarsono           | Sertifikasi Juru Ikat<br>Certification of Riggers                                               | 30 Desember 2023<br>December 30, 2023                        |
| 23 | Novriandi           | Sertifikasi Juru Ikat<br>Certification of Riggers                                               | 30 Desember 2023<br>December 30, 2023                        |
| 24 | Jumairi             | Sertifikasi Operator CCR Raw Mill<br>CCR Raw Mill Operator Certification                        | 03 Oktober 2023<br>October 03, 2023                          |
| 25 | Epandriansa         | Sertifikasi Operator CCR Raw Mill<br>CCR Raw Mill Operator Certification                        | 03 Oktober 2023<br>October 03, 2023                          |
| 26 | Yuda Prawinata      | Sertifikasi Operator CCR Kiln<br>CCR Kiln Operator Certification                                | 03 Oktober 2023<br>October 03, 2023                          |
| 27 | Moch. Fachrurrohman | Sertifikasi Operator CCR Kiln<br>CCR Kiln Operator Certification                                | 03 Oktober 2023<br>October 03, 2023                          |
| 28 | Doris Wely Rusdi    | Sertifikasi Operator CCR Cement Mill<br>CCR Cement Mill Operator Certification                  | 03 Oktober 2023<br>October 03, 2023                          |
| 29 | Burhanudin          | Sertifikasi Operator CCR Cement Mill<br>CCR Cement Mill Operator Certification                  | 03 Oktober 2023<br>October 03, 2023                          |

## Capaian Keselamatan dan Kesehatan Kerja

### Statistik Tingkat Kecelakaan Kerja

Perusahaan senantiasa berupaya untuk meningkatkan kinerja aspek Keselamatan dan Kesehatan Kerja serta Lingkungan Hidup (K3LH) untuk meminimalisir kecelakaan kerja dan penyakit yang diakibatkan dari lingkungan kerja yang berdampak terhadap kesehatan karyawan. Berikut statistik tingkat kecelakaan kerja di 3 (tiga) site milik Perusahaan, yakni Site Palembang, Site Baturaja, dan Site Panjang dalam 3 (tiga) tahun terakhir.

## Occupational Safety and Health Achievements

### Work Accident Rate Statistics

The Company continuously endeavors to enhance the performance of Occupational Safety, Health, and Environment (OSHE) aspects to mitigate work accidents and illnesses arising from the work environment that may affect employee health. Please find below the statistics of work accident rates at the Company's three sites, namely Palembang Site, Baturaja Site, and Panjang Site, in the last three years.

### Statistik Kecelakaan Kerja 2020-2022

Work Accident Statistics 2020-2022

| Uraian<br>Description          | 2022 | 2021 | 2020 |
|--------------------------------|------|------|------|
| <b>Site Palembang</b>          |      |      |      |
| Cidera Ringan<br>Minor Injury  | 0    | 0    | 0    |
| Cidera Berat<br>Serious Injury | 0    | 0    | 0    |
| Meninggal Dunia<br>Death       | 0    | 0    | 0    |



### Statistik Kecelakaan Kerja 2020-2022 Work Accident Statistics 2020-2022

| Uraian<br>Description          | 2022 | 2021 | 2020 |
|--------------------------------|------|------|------|
| <b>Site Baturaja</b>           |      |      |      |
| Cidera Ringan<br>Minor Injury  | 0    | 0    | 0    |
| Cidera Berat<br>Serious Injury | 0    | 0    | 1    |
| Meninggal Dunia<br>Death       | 0    | 0    | 0    |
| <b>Site Panjang</b>            |      |      |      |
| Cidera Ringan<br>Minor Injury  | 0    | 0    | 0    |
| Cidera Berat<br>Serious Injury | 0    | 0    | 0    |
| Meninggal Dunia<br>Death       | 0    | 0    | 0    |

#### Sertifikasi dan Penghargaan Bidang K3

Berikut adalah sertifikasi bidang K3 yang diperoleh Perusahaan dan masih berlaku di tahun 2022, serta penghargaan bidang K3 yang berhasil diraih Perusahaan di sepanjang tahun 2022.

#### OSH Field Certification and Awards

Please find below the OSH certifications obtained by the Company that are still valid in 2022, as well as the OSH awards received by the Company throughout the year.

#### Sertifikasi Bidang K3 yang Masih Berlaku di Tahun 2022 The Valid OSH Field Certification in 2022

| No | Nama Sertifikasi<br>Name of Certification                                                                                                   | Diberikan Oleh<br>Issued by                                                                                     | Diterima pada<br>Date of Acceptance     | Masa Berlaku<br>Validity Period         |
|----|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------|
| 1  | Sistem Manajemen Keselamatan dan Kesehatan Kerja<br>Pabrik Palembang<br>Palembang Plant Occupational Safety and Health<br>Management System | Kementerian<br>Ketenagakerjaan<br>Republik Indonesia<br>Ministry of Manpower<br>of the Republic of<br>Indonesia | 17 September 2020<br>September 17, 2020 | 17 September 2023<br>September 17, 2023 |
| 2  | Sistem Manajemen Keselamatan dan Kesehatan Kerja<br>Pabrik Baturaja<br>Baturaja Plant Occupational Safety and Health<br>Management System   | Kementerian<br>Ketenagakerjaan<br>Republik Indonesia<br>Ministry of Manpower<br>of the Republic of<br>Indonesia | 17 September 2020<br>September 17, 2020 | 17 September 2023<br>September 17, 2023 |
| 3  | Sistem Manajemen Keselamatan dan Kesehatan Kerja<br>Pabrik Panjang<br>Panjang Plant Occupational Health and Safety<br>Management System     | Kementerian<br>Ketenagakerjaan<br>Republik Indonesia<br>Ministry of Manpower<br>of the Republic of<br>Indonesia | 17 September 2020<br>September 17, 2020 | 17 September 2023<br>September 17, 2023 |

#### Penghargaan Bidang K3 yang Diperoleh di Tahun 2022 OSH Field Awards Received in 2022

| Tanggal Perolehan<br>Date of Acceptance | Nama Penghargaan<br>Name of Award                                                                                                                     | Ajang/Jenjang<br>Event/Level | Penyelenggara<br>Organizer                                        |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------------------------------|
| 24 Mei 2022<br>May 24, 2022             | Penghargaan Kecelakaan Nihil (Site<br>Palembang, Site Baturaja, Site Panjang)<br>Zero Accident Award (Site Palembang,<br>Site Baturaja, Site Panjang) | Nasional<br>National         | Kementerian Ketenagakerjaan RI<br>Indonesian Ministry of Manpower |



### Penilaian Manajemen atas Capaian Pengelolaan K3

Perusahaan menyadari bahwa Sumber Daya Manusia (SDM) adalah aset penting bagi Perusahaan yang memiliki peranan strategis dalam menggerakkan roda operasional demi mendorong tercapainya target dan rencana kerja serta visi dan misi Perusahaan.

Perusahaan selalu berupaya untuk memenuhi hak-hak karyawan sesuai ketentuan peraturan perundang-undangan yang berlaku, karena dalam hal ini adalah Undang-Undang Republik Indonesia No. 13 tahun 2003 tentang Ketenagakerjaan. Selain aspek ketenagakerjaan, Perusahaan juga memprioritaskan aspek Kesehatan dan Keselamatan Kerja (K3) bagi karyawan sebagaimana diatur dalam Undang-undang Republik Indonesia No. 1 Tahun 1970 tentang Keselamatan Kerja dan Peraturan Menteri Tenaga Kerja No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). Aturan tersebut menjadi landasan bagi Perusahaan dalam menjalin hubungan industrial dengan karyawan.

Capaian Penghargaan *Zero Accident* di Site Baturaja, Palembang dan Panjang pada tahun 2022 merupakan apresiasi atas kerja nyata seluruh pekerja maupun mitra perusahaan untuk penerapan *Safety* di setiap pekerjaan di Perusahaan, pencapaian dan kerja nyata ini secara berkelanjutan terus dilakukan bersama-sama untuk masa depan Perusahaan yang lebih baik.

Budaya K3 yang membutuhkan waktu dan proses yang kompleks untuk mengubah perilaku keselamatan terhadap semua orang yang terlibat dalam setiap lini perusahaan merupakan sebuah produk dari nilai dalam individu yang menentukan komitmen untuk melakukan sesuatu. Komitmen Manajemen dan seluruh insan Semen Baturaja dalam mempertahankan budaya K3 yang telah terbentuk diharapkan dapat semakin mendukung kinerja produksi perusahaan.

### RENCANA PENGELOLAAN DAN PENGEMBANGAN SDM TAHUN 2023

Untuk mendukung inisiatif strategis Pengembangan SDM Unggul dan Desain Organisasi Perusahaan dengan program kerja yang dilaksanakan antara lain:

#### 1. Desain Organisasi dan Evaluasi Jabatan

Lingkup Desain Organisasi yaitu melakukan analisis terhadap bentuk organisasi Perusahaan saat ini yang rencananya perlu disesuaikan saat integrasi dengan SIG, sehingga mendapatkan bentuk struktur organisasi Perusahaan yang ideal guna mendukung produktivitas perusahaan serta meningkatkan pendapatan.

Lingkup Evaluasi Jabatan yaitu melakukan penetapan tingkat jabatan dan kelompok tingkat jabatan dalam perusahaan dalam rangka menyelaraskan pada perubahan organisasi sehingga dicapai keseimbangan antar jabatan (*internal equity*) di dalam perusahaan.

### Management Assessment of OSH Management Achievements

The Company acknowledges that its Human Resources (HR) are a crucial asset that plays a strategic role in driving the operations to achieve targets, work plans, and the Company's vision and mission.

The Company is committed to upholding the employee rights in compliance with applicable laws and regulations, such as the Republic of Indonesia's Manpower Law No. 13 of 2003. Additionally, the Company prioritizes the Occupational Health and Safety (OHS) aspects for its employees, as stated in the Republic of Indonesia's Work Safety Law No. 1 of 1970 and the Minister of Manpower's Regulation No. 50 of 2012 on the Implementation of the Occupational Safety and Health Management System (SMK3). These regulations serve as the foundation for the Company in establishing industrial relations with its employees.

The attainment of the *Zero Accident Award* at the Baturaja, Palembang, and Panjang Sites in 2022 is a recognition and appreciation of the collective effort and commitment of all employees and company partners towards ensuring safety in every job at the Company. This accomplishment and ongoing commitment will be sustained together to shape a better future for the Company.

The OSH culture necessitates time and a complex process to transform safety behavior towards every individual involved in every aspect of the Company, as it is a product of individual values that determine one's commitment to act. The Management's and all Semen Baturaja personnel's dedication to preserving the established OSH culture is expected to bolster the Company's production performance further.

### HR MANAGEMENT AND DEVELOPMENT PLAN FOR 2023

To support The Company's strategic initiatives for superior HR development and organizational design, the implemented work programs include:

#### 1. Design of Organizational and Job Evaluation

The scope of organizational design includes the design of organizational and job evaluation. The objective of the organizational design is to conduct an analysis of The Company's current organizational structure and identify areas that need adjustment during integration with SIG. This analysis aims to obtain an ideal organizational structure for The Company to support its strategic objectives, enhance productivity, and increase revenue.

The scope of job evaluation is to determine the level of positions and group levels within the company, aiming to align with organizational changes and achieve a balance between positions (*internal equity*) within the company.



## 2. Program AKHLAK

Program pengembangan kompetensi berbasis AKHLAK yang secara khusus diberikan pada BOD-1, BOD-2 dan BOD-3 (*Core Business*) dengan tujuan merubah pola pikir yang memiliki ketahanan mental, kelenturan diri, agility, berpikir positif dalam kondisi apapun, adaptif dan konsistensi serta mendukung pencapaian kinerja dan menciptakan karya bernilai untuk menyukseskan organisasi dan entitas lainnya serta dengan untuk pengembangan *soft skill*, *character building*, *hard skill* dan transformasi budaya kerja sehingga proses *gap* kompetensi bisa secara efektif dapat dipenuhi oleh personil guna mewujudkan *talent* yang ber-AKHLAK dan berkinerja unggul.

## 3. Leadership Development Program

Program pengembangan kompetensi berbasis AKHLAK yang secara khusus diberikan pada BOD-1 & BOD-2 (*Core Business*) dengan tujuan memberikan pemahaman tentang komunikasi yang tepat dengan pelanggan (internal-eksternal) yang nantinya akan membantu karyawan Semen Baturaja untuk memahami bagaimana menggunakan kepemimpinan yang produktif dan teknik manajemen yang efektif. Kompetensi yang akan dikembangkan antara lain *Collaborative Empowering Leadership-Coaching & Counseling* (CEL) termasuk di dalamnya *Building Relationship*, *Empowering Performance*, dan *Facilitating for Improvement*. Selain itu yaitu pelaksanaan *Mentoring-Coaching Execution*.

## 4. Sertifikasi Profesi

Program pelatihan melalui pemberian sertifikasi profesi kepada setiap fungsi kerja yang memang secara *mandatory* diperlukan adanya pengakuan terhadap standar yang berlaku dalam setiap fungsi kerja agar proses penerapan dari suatu kegiatan di perusahaan bisa berjalan dengan baik, mengikuti aturan yang berlaku dan menjamin keberlangsungan program kerja di setiap unit kerja secara berkelanjutan. Target untuk 2023 yaitu sebanyak 20 orang yang akan memiliki sertifikasi profesi di bidang *Safety*, *Mining*, *Operation*, *Audit*, *HR* dan *Manajemen Risiko*. Sertifikasi yang dilakukan adalah sertifikasi baru. Perusahaan sebelumnya telah memiliki sejumlah 60 orang yang memiliki sertifikasi di bidang *Mining*, *Marketing*, *Environment*, *Audit*, *HR* dan *Operasi*.

## 2. AKHLAK Program

The AKHLAK-based competency development program is specifically designed for BOD-1, BOD-2, and BOD-3 (*Core Business*) to change mindsets and develop competencies such as mental resilience, self-flexibility, agility, positive thinking, adaptability, and consistency. This program aims to support performance achievement and create valuable work for the success of the organization and its stakeholders, as well as to develop soft skills, character building, and hard skills. The program also aims to transform the work culture and effectively fill competency gaps among personnel, ultimately creating talented individuals with morals and superior performance.

## 3. Leadership Development Program

A competence development program based on AKHLAK is specifically provided to BOD-1 & BOD-2 (*Core Business*) with the aim of enhancing their understanding of effective communication with both internal and external customers. This program will assist Semen Baturaja employees in learning productive leadership and management techniques. The competencies developed through this program include *Collaborative Empowering Leadership-Coaching & Counseling* (CEL) which includes *Building Relationships*, *Empowering Performance*, *Facilitating Improvement*, and *Mentoring-Coaching Execution*.

## 4. Professional Certification

Training programs that grant professional certification for each work function are mandatory and require recognition of the standards that apply to each function. This ensures that the process of implementing activities in the company runs smoothly, follows applicable rules, and ensures continuity of work programs in each unit. The target for 2023 is to have 20 people certified in the fields of *Safety*, *Mining*, *Operations*, *Audit*, *HR*, and *Risk Management*. This certification is new. Previously, the Company had 60 people certified in the fields of *Mining*, *Marketing*, *Environment*, *Audit*, *HR*, and *Operations*.



# TEKNOLOGI INFORMASI DAN KOMUNIKASI

## INFORMATION AND COMMUNICATION TECHNOLOGY



Perusahaan menyadari, bahwa teknologi informasi dan komunikasi atau *Information and Communication Technology* (ICT) merupakan salah satu aspek penting untuk mendukung perkembangan dan kemajuan Perusahaan serta keberlanjutan usaha Perusahaan ke depan di tengah lingkungan bisnis yang senantiasa berubah. Perusahaan senantiasa melibatkan teknologi terkini sehingga dapat menjangkau aset-aset vital, meningkatkan efisiensi dan produksi, serta menekan serendah mungkin dampak terhadap lingkungan dalam setiap proses produksi yang dilakukan Perusahaan.

Perusahaan memandang bahwa salah satu unsur utama sebagai *key enabler* dalam merealisasikan strategi bisnis adalah pemanfaatan dan pengembangan ICT. Untuk itu, Perusahaan terus mengembangkan pengelolaan ICT berdasarkan industri 4.0 melalui pemanfaatan teknologi *Internet of Things* (IoT), *artificial intelligence*, otomasi pabrik, serta *digital platform* bisnis. Secara terperinci, ICT berperan sebagai peranti yang menghasilkan dan mengelola aset berupa data dan informasi berharga milik Perusahaan. Selain itu, pengembangan ICT juga akan memudahkan dan meningkatkan efektivitas proses komunikasi, pengambilan keputusan serta pelaksanaan kegiatan operasional Perusahaan.

The Company recognizes the importance of Information and Communication Technology (ICT) in supporting its development and progress, as well as ensuring the sustainability of its business in a constantly changing business environment. To achieve these goals, the Company consistently adopts the latest technology to improve its operations, increase efficiency and production, and minimize its impact on the environment.

The Company recognizes that the utilization and development of Information and Communication Technology (ICT) is a critical enabler in achieving its business strategy. Therefore, the Company is committed to continuously improving its ICT management through the adoption of industry 4.0 technologies such as Internet of Things (IoT), artificial intelligence, factory automation, and digital business platforms. ICT plays a crucial role as a tool that generates and manages valuable data and information for the Company. Furthermore, the development of ICT is expected to enhance the effectiveness of the company's communication, decision-making, and operational activities.





## DASAR KEBIJAKAN PENGELOLAAN SERTA PENGEMBANGAN TEKNOLOGI INFORMASI DAN KOMUNIKASI PERUSAHAAN

Dasar kebijakan pengelolaan serta pengembangan teknologi informasi dan komunikasi Perusahaan, adalah sebagaimana terlampir berikut ini:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas
2. Peraturan Presiden Republik Indonesia No. 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi
3. Peraturan Menteri BUMN No. 01 Tahun 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, yang terakhir diubah melalui Peraturan Menteri BUMN No. PER-09/MBU/2012 Tahun 2012
4. Peraturan Menteri BUMN No. PER-02/MBU/2013 Tahun 2013 tentang Panduan Penyusunan Tata Kelola Teknologi Informasi Badan Usaha Milik Negara, yang terakhir diubah melalui Peraturan Menteri BUMN No. PER-03/MBU/02/2018 Tahun 2018
5. Pedoman *Good Corporate Governance* PT Semen Baturaja Tbk
6. Pedoman Tata Kelola ICT PT Semen Baturaja Tbk
7. Kebijakan dan Pedoman *Governance Risk and Compliance* (GRC) Terpadu PT Semen Baturaja Tbk
8. Pedoman Sistem Manajemen Semen Baturaja (SMSB)
9. Rencana Jangka Panjang Perusahaan (RJPP) PT Semen Baturaja Tbk Tahun 2020-2024
10. *Masterplan IT 2022-2026*
11. Arahan Pemegang Saham Tahun 2022 dalam bidang IT
12. *The Indonesia Good Corporate Governance Manual*, OJK-International Financial Corporation, 2014
13. *Control Objective for IT* (COBIT), ISACA

## ORGANISASI PENGELOLA TEKNOLOGI INFORMASI DAN KOMUNIKASI PERUSAHAAN

Pengelolaan teknologi informasi dan komunikasi atau *Information and Communication Technology* (ICT) di lingkup Perusahaan berada di bawah tanggung jawab *Division Management Accounting & ICT* yang dikepalai oleh VP *Management Accounting & ICT* dan bertanggung jawab langsung kepada Direktur Keuangan & Manajemen Risiko. Berdasarkan Surat Keputusan Direksi No. PH.01.04/055A/2022 tanggal 01 Juli 2022, Perusahaan mengangkat Hari Liandu sebagai VP *Management Accounting & ICT*.

Adapun struktur organisasi pengelola teknologi informasi dan komunikasi atau *Information and Communication Technology* (ICT) di lingkup Perusahaan per 31 Desember 2022 adalah sebagai berikut:

## POLICY BASIS FOR THE MANAGEMENT AND DEVELOPMENT OF COMPANY INFORMATION AND COMMUNICATION TECHNOLOGY

The basic policies for the management and development of the Company's information and communication technology are as attached below:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies
2. Regulation of the President of the Republic of Indonesia No. 54 of 2018 concerning the National Corruption Prevention Strategy
3. SOE Minister Regulation No. 01 of 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, which was last amended by the Minister of SOE Regulation No. PER-09/MBU/2012 of 2012
4. SOE Minister Regulation No. PER-02/MBU/2013 of 2013 concerning Guidelines for the Preparation of Information Technology Governance for State-Owned Enterprises, the last of which was amended through the Minister of SOE Regulation No. PER-03/MBU/02/2018 of 2018
5. Guidelines for Good Corporate Governance of PT Semen Baturaja Tbk
6. Guidelines for ICT Governance of PT Semen Baturaja Tbk
7. Integrated Governance Risk and Compliance (GRC) Policy and Guidelines for PT Semen Baturaja Tbk
8. Semen Baturaja Management System Guidelines (SMSB)
9. PT Semen Baturaja Tbk Company Long Term Plan (RJPP) for 2020-2024
10. *Masterplan IT 2022-2026*
11. 2022 Shareholder Directives in the IT field
12. *The Indonesia Good Corporate Governance Manual*, OJK-International Financial Corporation, 2014
13. *Control Objective for IT* (COBIT), ISACA

## COMPANY INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT ORGANIZATION

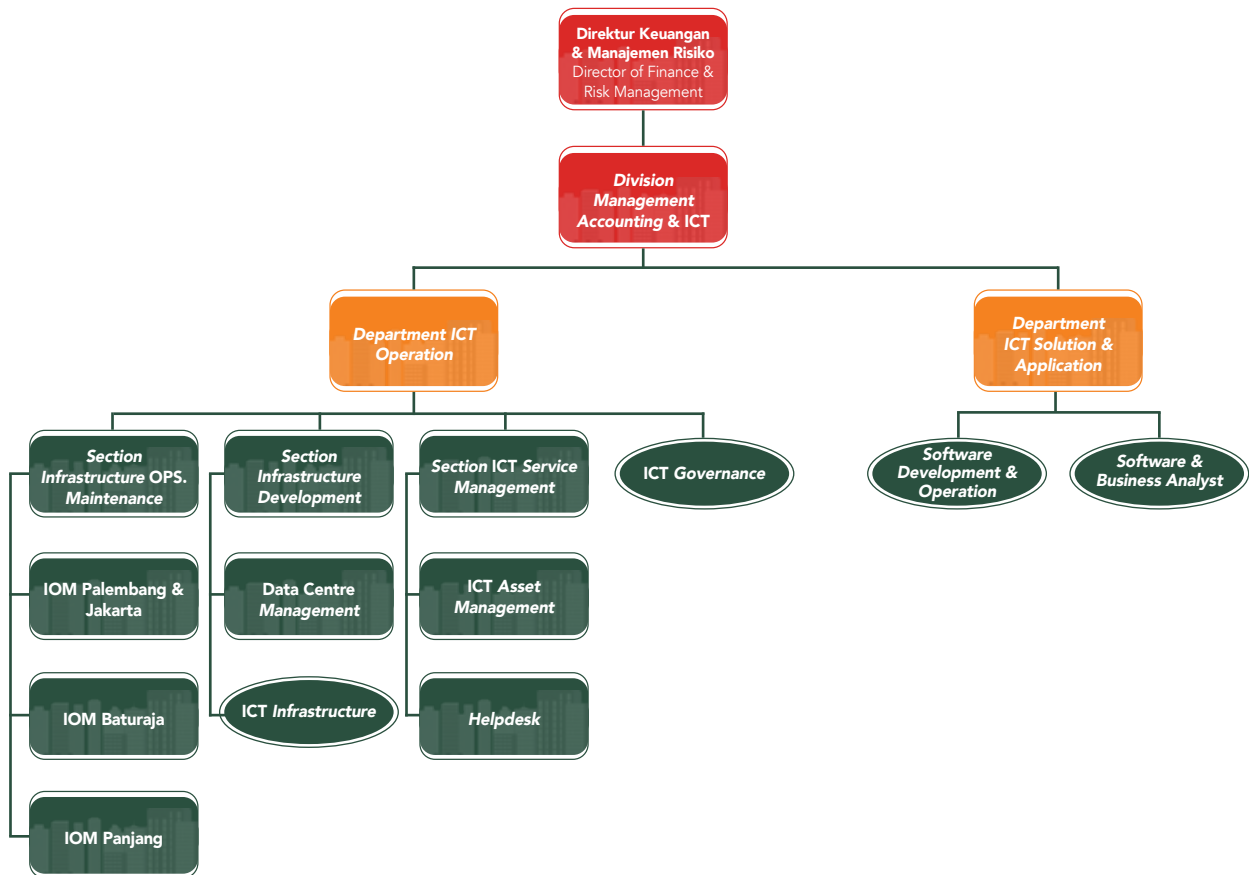
The management of Information and Communication Technology (ICT) within the Company is the responsibility of the Management Accounting & ICT Division, headed by the VP of Management Accounting & ICT. This division reports directly to the Director of Finance & Risk Management, in accordance with Directors Decree No. PH.01.04/055A/2022 dated July 01, 2022. As of that date, Hari Liandu was appointed as the VP of Management Accounting & ICT.

As of December 31, 2022, the Company's organizational structure for managing ICT is as follows:



## Struktur Organisasi Pengelola ICT Perusahaan per 31 Desember 2022

Company ICT Management Organizational Structure as of December 31, 2022



*Division Management Accounting & ICT* khususnya unit kerja pengelola ICT Perusahaan, memiliki tugas dan tanggung jawab untuk mengelola teknologi informasi dan komunikasi Perusahaan, termasuk dalam memenuhi kebutuhan ataupun melakukan pengembangan teknologi informasi dan komunikasi Perusahaan. Adapun tugas dan tanggung jawab *Division Management Accounting & ICT* khususnya unit kerja pengelola ICT Perusahaan, antara lain sebagai berikut:

1. Bertanggung jawab dalam mengelola, mengawasi dan mengevaluasi proses pengembangan solusi & aplikasi ICT untuk memenuhi kebutuhan bisnis dalam rangka pencapaian strategi bisnis Perusahaan;
2. Bertanggung jawab dalam mengelola, mengawasi dan mengevaluasi proses pengembangan infrastruktur & data security untuk memenuhi kebutuhan bisnis dalam rangka pencapaian strategi bisnis Perusahaan;
3. Bertanggung jawab dalam mengoordinasikan penyusunan dan pelaksanaan kebijakan ICT untuk mewujudkan tata kelola TI dalam operasional bisnis Perusahaan;
4. Bertanggung jawab dalam mengelola, mengawasi dan mengevaluasi operasional aplikasi dan infrastruktur ICT (termasuk pengamanan data & informasi) untuk memastikan keberlangsungan operasional bisnis Perusahaan;
5. Bertanggung jawab dalam pengendalian kualitas dan risiko ICT untuk memastikan kualitas dan manajemen risiko ICT dalam mendukung keberlangsungan operasional bisnis Perusahaan;

The Management Accounting & ICT Division, particularly the unit responsible for managing the Company's ICT, is tasked with managing the Company's information and communication technology, which includes fulfilling the Company's ICT needs and developing its ICT capabilities. The following are the duties and responsibilities of the Management Accounting & ICT Division, specifically the ICT management unit:

1. Responsible for managing, supervising and evaluating the process of developing ICT solutions & applications to meet business needs in order to achieve the Company's business strategy;
2. Responsible for managing, supervising and evaluating the infrastructure & data security development process to meet business needs in order to achieve the Company's business strategy;
3. Responsible for coordinating the preparation and implementation of ICT policies to realize IT governance in the Company's business operations;
4. Responsible for managing, supervising and evaluating ICT application and infrastructure operations (including data & information security) to ensure the continuity of the Company's business operations;
5. Responsible for ICT quality and risk control to ensure ICT quality and risk management in supporting the continuity of the Company's business operations;



6. Bertanggung jawab dalam mengelola, mengawasi dan mengevaluasi layanan ICT kepada pengguna untuk memastikan ketersediaan layanan ICT dalam mendukung keberlangsungan operasional bisnis Perusahaan;
7. Bertanggung jawab dalam pengelolaan aset dan *support* pengadaan ICT untuk memenuhi kebutuhan bisnis Perusahaan.

## TATA KELOLA TEKNOLOGI INFORMASI DAN KOMUNIKASI

Seluruh jajaran Manajemen dan Insan SMBR, telah memiliki kesadaran tentang arti penting dan sifat kritis akan teknologi informasi dan komunikasi Perusahaan. Di mana setiap upaya investasi, pengembangan, dan pemanfaatan ICT, dilakukan secara optimal dan lebih berhati-hati, sesuai dengan kebutuhan dan perkembangan lingkungan bisnis. Sehingga Perusahaan dapat terhindar dari berbagai ancaman, kegagalan, dan kerugian yang tidak dikehendaki, baik yang berasal dari dalam (*internal fraud*) maupun dari luar Perusahaan (*external crime*).

Di samping itu, Perusahaan juga telah menerapkan Tata Kelola ICT (*ICT Governance*) berdasarkan Pedoman Tata Kelola ICT Perusahaan dan peraturan yang berlaku, baik dalam kegiatan operasional, perencanaan, sampai pada pengembangan teknologi informasi dan komunikasi Perusahaan. Pedoman Tata Kelola ICT, sebagai dasar penerapan pengelolaan teknologi informasi dan komunikasi Perusahaan, senantiasa di-reviu, dan diperbaharui sesuai dengan perkembangan teknologi serta perkembangan Perusahaan.

Adapun ruang lingkup Pedoman Tata Kelola ICT Perusahaan 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; dan
  - 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.

Dalam penerapannya, Tata Kelola ICT Perusahaan, mencakup prinsip dan komponen yang wajib diperhatikan oleh Manajemen dan pengelola ICT Perusahaan dalam merencanakan, mengembangkan, dan mengelola ICT Perusahaan. Berikut prinsip dan komponen Tata Kelola ICT Perusahaan, sebagaimana terlampir pada tabel di bawah ini.

6. Responsible for managing, supervising and evaluating ICT services to users to ensure the availability of ICT services in supporting the continuity of the Company's business operations;
7. Responsible for managing assets and supporting ICT procurement to meet the Company's business needs.

## INFORMATION AND COMMUNICATION TECHNOLOGY GOVERNANCE

The management and personnel of SMBR are fully aware of the importance and critical nature of the Company's information and communication technology. They make every effort to invest, develop, and utilize ICT optimally and with great care, taking into account the needs and developments in the business environment. This approach is aimed at preventing various unwanted threats, failures, and losses, including those arising from internal fraud and external crime.

Furthermore, the Company has implemented ICT Governance in accordance with the Company's ICT Governance Guidelines and regulations in all its operational activities, planning, and development of information and communication technology. The ICT Governance Guidelines serve as the foundation for managing the Company's ICT and are regularly reviewed and updated to keep pace with technological advancements and the Company's growth.

The Company's ICT Governance Guidelines regulate matters pertaining to the management and use of ICT services, including:

1. ICT principles, governance framework and organizational structure.
2. Policies regarding ICT resources, including:
  - a. Information resources;
  - b. ICT services, infrastructure, and applications/software; and
  - c. Human resources (skills and competencies).
3. ICT management policies, namely policies regarding operations and development.
4. Provisions and ethical standards for the management and use of ICT services.

The implementation of Corporate ICT Governance involves principles and components that Management and Corporate ICT managers must consider when planning, developing, and managing Corporate ICT. The table below outlines the principles and components of Corporate ICT Governance.



## Prinsip dan Komponen Tata Kelola ICT Perusahaan

### Principles and Components of Corporate ICT Governance

| No | Prinsip Tata Kelola<br>Governance Principles                                                                                                                                                   | Komponen Tata Kelola<br>Governance Component                                                                             |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1  | Terpenuhinya kebutuhan para pemangku kepentingan<br>Meeting the needs of stakeholders                                                                                                          | Proposisi Nilai ICT SMBR<br>SMBR ICT Value Proposition                                                                   |
| 2  | Menunjang kegiatan seluruh grup ( <i>from end-to-end</i> )<br>Supporting the activities of the entire group ( <i>from end-to-end</i> )                                                         | Perencanaan<br>Planning                                                                                                  |
| 3  | Berdasarkan pada satu kerangka kerja terpadu di seluruh grup<br>Based on one unified framework across the group                                                                                | Proses Pengelolaan ICT (pengembang dan pengoperasian)<br>ICT Management Process (developer and operation)                |
| 4  | Memungkinkan Perusahaan menerapkan pendekatan yang bersifat holistik terhadap berbagai aspek kegiatan<br>Enables the Company to apply a holistic approach to various aspects of its activities | Manajemen risiko dan keberlanjutan layanan ICT<br>ICT service risk management and sustainability                         |
| 5  | Memisahkan dengan jelas antara pengambil keputusan, pelaksana, dan pengawas ICT<br>Separating clearly between decision makers, implementers, and ICT supervisors                               | Pengendalian, pengawasan/pemantauan, dan evaluasi kinerja<br>Control, supervision/monitoring, and performance evaluation |

Berikut penjelasan lebih rinci terkait dengan komponen Tata Kelola ICT Perusahaan, sebagaimana diuraikan di bawah ini:

#### 1. Proposisi Nilai ICT SMBR

Proposisi nilai adalah komitmen atau janji yang akan diberikan dari sudut pandang pelanggan internal maupun eksternal, bahwa apa yang akan diberikan tersebut berharga atau memiliki nilai 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 Perusahaan dan dituangkan dalam bentuk dokumen ICT *Master Plan* (ICTMP). Di mana ICTMP ini kemudian akan diajukan kepada Direksi untuk mendapat pengesahan. Selanjutnya, ICTMP dijalankan setiap tahun sesuai dengan rencana kinerja dan jangka waktu yang telah ditetapkan dalam ICTMP.

Dalam hal ini, ICTMP wajib dievaluasi 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.

The following provides a detailed explanation of the Corporate ICT Governance component:

#### 1. SMBR ICT Value Proposition

The value proposition is a commitment or promise to provide something of value or usefulness to both internal and external customers. It assures them that what will be provided is valuable or meets their needs in some way.

The values that must be generated by ICT SMBR are:

- Services that provide business value
- Service reliability
- 24/7 service support
- Services are more efficient because of the economy of scale
- Services that are responsive to the needs of developing new services
- Business Continuity

#### 2. Planning

##### a. ICT Long Term Plan

ICT long-term planning for 5 (five) years must be prepared by the Company's ICT function and set forth in the form of an ICT Master Plan document (ICTMP). Where this ICTMP will then be submitted to the Board of Directors for approval. Furthermore, ICTMP is carried out every year in accordance with the performance plan and timeframe specified in the ICTMP.

In this case, the ICTMP must be evaluated annually to ensure its conformity with:

- Vision, Mission and Corporate Long Term Plan (RJPP) of SMBR.
- SMBR operational conditions and cement industry competition.
- Realization of implementation and conditions of ICT services
- Development of technology and management.



- v) Jika diperlukan, Perusahaan dapat melakukan penyesuaian terhadap ICTMP. Di mana setiap perubahan tersebut harus mendapatkan 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.
- Rencana kerja, anggaran operasional dan investasi kemudian diajukan kepada Direksi untuk mendapatkan persetujuan sebagai bagian dari RKAP. Selanjutnya, fungsi ICT menyusun, menetapkan, dan mengukur pencapaian *key performance indicator* (KPI) sesuai dengan sistem manajemen kinerja Perusahaan untuk mengukur keberhasilan kegiatan pengembangan dan operasional ICT. Penyusunan KPI ini dilakukan setiap tahun, sementara pengukuran dilakukan setiap bulan atau setiap periode tertentu sesuai karakteristik KPI.
3. Proses Pengelolaan ICT SMBR (Pengembangan dan Pengoperasian)  
Perusahaan wajib merancang proses bisnis ICT dengan sesuai dan responsif terhadap kebutuhan bisnis Perusahaan dan seluruh grup, sehingga dapat memberikan nilai kepada pelanggan, seperti yang tercantum dalam *value proposition*. Secara lebih terperinci, ketentuan mengenai pengembangan dan pengoperasian ICT Perusahaan diuraikan dalam *Master Plan IT 2022-2026*.  
Di samping itu, sumber daya ICT juga wajib dikelola secara efektif guna menghasilkan nilai yang optimal bagi Perusahaan. Adapun sumber daya yang dimaksud adalah sebagai berikut.
- Sumber Daya Informasi**  
Sumber daya informasi adalah data, informasi, dan pengetahuan/praktik terbaik yang menjadi milik Perusahaan yang tersimpan dalam sistem ICT SMBR, baik di Perusahaan maupun di pihak ketiga yang dipercayakan untuk penyimpanannya.
  - Sumber Daya Infrastruktur dan Aplikasi**  
Sumber daya berupa infrastruktur dan aplikasi ICT di Perusahaan mencakup ICT infrastruktur, aplikasi/*software*, lisensi, dan *source code*.
  - Sumber Daya Manusia**  
Manusia adalah sumber daya yang sangat penting bagi Perusahaan, karena manusia sekaligus pengambil keputusan, pengelola, dan pengguna ICT. Pemenuhan kebutuhan, serta pengembangan keahlian dan kompetensi sumber daya manusia terkait ICT, dilaksanakan sesuai dengan kebijakan pengelolaan SDM Perusahaan.
4. Manajemen Risiko dan Keberlanjutan Layanan ICT  
Keandalan sistem teknologi informasi dan komunikasi turut menentukan keberlanjutan usaha Perusahaan.
- v) If necessary, the Company can make adjustments to the ICTMP. Where any of these changes must obtain approval from the Board of Directors.
- b. Annual Work Plan and Budget  
Based on ICTMP and ICT operational conditions, every year the ICT function is required to make:
- The annual work plan.
  - Annual Operational Budget Requirements.
  - Annual Investment Plan (*Capital Expenditure* or Capex).
- Work plans, operational budgets, and investment budgets are submitted to the Board of Directors for approval as part of the RKAP. Additionally, the ICT function compiles, determines, and measures key performance indicators (KPIs) in accordance with the company's performance management system to evaluate the success of ICT development and operational activities. The KPIs are prepared every year, while measurements are taken monthly or at certain intervals based on the characteristics of each KPI.
3. SMBR ICT Management Process (Development and Operation)  
To provide value to customers in accordance with the value proposition, companies must design ICT business processes that are appropriate and responsive to the business needs of the Company and the entire group. The details of the provisions related to the development and operation of the Company's ICT are outlined in the 2022-2026 IT Master Plan.  
In addition, effective management of ICT resources is necessary to generate optimal value for the company. The specific resources in question are as follows:
- Information Resources**  
Information resources refer to data, information, and knowledge/best practices owned by the company, which are stored in the SMBR ICT system. These resources may be located within the company's own systems or entrusted to third-party storage.
  - Infrastructure and Application Resources**  
The Company's ICT resources encompass infrastructure and applications, which consist of ICT infrastructure, applications/software, licenses, and source code.
  - Human Resources**  
Human resources play a crucial role in the Company as they serve as decision makers, managers, and users of ICT. The Company's HR management policies are responsible for fulfilling the needs and developing the skills and competencies of human resources related to ICT.
4. Risk Management and ICT Service Sustainability  
The sustainability of the Company's business is dependent on the reliability of its information and communication





Oleh karena itu, Perusahaan senantiasa menerapkan manajemen keberlanjutan secara efektif dalam pengelolaan ICT.

Mengingat pentingnya hal tersebut, kerangka kerja manajemen risiko ICT pun disesuaikan dengan kerangka kerja Perusahaan. Di mana proses manajemen risiko mencakup langkah-langkah, di antaranya:

- 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

Selanjutnya, eksposur atau tingkat risiko ICT ditentukan berdasarkan tingkat kemungkinan terjadinya suatu risiko dan nilai dampaknya. Dalam hal ini, skala penilaiannya disesuaikan dengan kebijakan manajemen risiko Perusahaan. Adapun ketentuan dan standar terkait manajemen risiko dan ICT *service continuity management*, yaitu:

- Incident Management*
  - Problem Management*
  - Information Security Management*
  - Disaster Recovery*
5. Pengendalian, Pengawasan/Pemantauan, dan Evaluasi Kinerja

Perusahaan wajib melaksanakan pengendalian, pengawasan/pemantauan, dan evaluasi terhadap investasi, pengelolaan, dan pemanfaatan ICT secara teratur dan terpadu. Di mana pelaksanaan serangkaian kegiatan tersebut dilakukan secara berjenjang oleh Direktur yang membawahi ICT Perusahaan, para pejabat terkait, tim dan gugus tugas, termasuk *project management*, di berbagai tingkatan di seluruh Perusahaan.

## KETENTUAN KEAMANAN SISTEM ICT PERUSAHAAN

Perusahaan memiliki ketentuan dalam pengelolaan dan pemanfaatan layanan ICT untuk menjaga keamanan sistem teknologi informasi dan komunikasi Perusahaan, yang mencakup:

- Ketentuan mengenai *user device: hardware* seperti *desktop*, *laptop*, *mobile device*, dan penggunaan *software* yang berlisensi maupun *free*.
- Ketentuan mengenai *network*
- Ketentuan mengenai aplikasi: *email*, *internet*, *account*, dan *password*, serta pertukaran data

technology (ICT) systems. Therefore, the Company places great emphasis on effective sustainability management in the management of ICT.

Due to its importance, the Company's ICT risk management framework is adapted to the Company's overall risk management framework. The ICT risk management process includes several steps, such as:

- Communication and consultation with interested parties
- Determination of SMBR ICT Risk Context
- ICT Risk Identification
- ICT Risk Analysis
- ICT Risk Evaluation
- ICT Risk Management
- Monitoring

Moreover, the level of ICT exposure or risk is determined by assessing the likelihood of a risk occurring and the potential impact of that risk. The rating scale used is adjusted to the Company's risk management policies. Relevant provisions and standards related to risk management and ICT *service continuity management* include:

- Incident Management*
  - Problem Management*
  - Information Security Management*
  - Disaster Recovery*
5. Control, Supervision/Monitoring, and Performance Evaluation

The Company is required to conduct control, supervision, and evaluation of ICT investment, management, and utilization in an orderly and integrated manner. To achieve this, a series of activities are implemented in stages by the Director in charge of ICT, relevant officials, teams, and task forces, including project management at various levels throughout the Company

## COMPANY ICT SYSTEM SECURITY PROVISIONS

To maintain the security of its information and communication technology (ICT) systems, the Company has established provisions for managing and utilizing ICT services. These provisions include:

- Provisions regarding user devices: hardware such as desktops, laptops, mobile devices, and the use of licensed and free software.
- Provisions regarding the network
- Provisions for getting to know the application: email, internet, accounts, and passwords, as well as data exchange



## PROGRAM STRATEGIS ICT TAHUN 2022

Di tahun 2022, Perusahaan berupaya untuk merealisasikan rencana strategis ICT yang tertuang dalam Arsitektur Sistem Informasi Perusahaan, yaitu:

1. Peningkatan/pemutakhiran rantai pasok (SCM) untuk meningkatkan efisiensi *inbound inventory*, *outbound inventory* dan distribusi dengan menjalankan infrastruktur serta membangun aturan.
2. Pengembangan *digital marketing* ke arah *omni channel* dengan membangun *marketplace* dengan meningkatkan *crowd traffic* dengan cara sinergi dan kerja sama antar sesama BUMN Industri Semen atau BUMN Perbankan, dan juga dengan memanfaatkan media *online* Perusahaan.
3. Penyelarasan sistem anak usaha dengan bisnis utama Induk Perusahaan.

Disamping itu, fokus ICT Perusahaan di tahun 2022 adalah pada pengembangan menuju ke arah INDI 4.0, 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*. Adapun program strategis pengelolaan dan pengembangan ICT Perusahaan di tahun 2022 adalah sebagai berikut:

1. Implementasi QR Code pada dokumen SIPS dan SPJ
2. *Host to Host Banking* untuk proses *Payment* dan *Collection*
3. *Approval PR* dan *Payment* melalui aplikasi *Mobile Easy Access*
4. Implementasi aplikasi EMO (*Electronic Memo*) sebagai nota dinas *online*
5. Aplikasi Sipatuh (*Portal Download Dokumen Pajak Digital*)
6. Implementasi *Time Slot Loading Logistic System* untuk pengaturan *schedule* pengisian semen
7. Pengembangan fitur aplikasi *e-procurement*
8. Pengembangan fitur aplikasi SMSB (*Sistem Manajemen Semen Baturaja*)
9. Pengembangan fitur aplikasi *e-Voucher*
10. Pengembangan *approval* sistem untuk Order Semen
11. Pengembangan fitur aplikasi Risk Management System (RMS)
12. Pengembangan Aplikasi Build.id (*Marketplace* bahan bangunan)
13. Penambahan *dashboard Business Intelligence*
14. Implementasi *Warehouse Management SAP*
15. Optimalisasi MRP
16. Implementasi Aplikasi *Inspection Mobile*

## ICT STRATEGIC PROGRAM FOR 2022

In 2022, the Company aims to implement its ICT strategic plan, which is outlined in the Enterprise Information System Architecture. The plan includes:

1. Supply chain improvement/updating (SCM) to increase the efficiency of inbound inventory, outbound inventory, and distribution through the implementation of infrastructure and rules.
2. The development of digital marketing towards an omni channel. This will involve building a marketplace and increasing crowd traffic through the synergy and cooperation among Cement Industry SOEs or Banking SOEs, as well as utilizing the Company's online media.
3. Alignment of subsidiary systems with the main business of the Parent Company.

In 2022, the Company's ICT focus will be on developing INDI 4.0 through AI-based technology for factory maintenance, intelligent logistics management, and digitalizing business processes through system integration with stakeholders. The Company's strategic ICT management and development programs for 2022 are as follows:

1. Implementation of QR Code on SIPS and SPJ documents
2. Host to Host Banking for Payment and Collection processes
3. PR approval and payment through the Mobile Easy Access application
4. Implementation of the EMO (Electronic Memo) application as an online official note
5. Sipatuh Application (Digital Tax Document Download Portal)
6. Implementation of the Time Slot Loading Logistics System for setting the cement filling schedule
7. Development of e-procurement application features
8. Development of SMSB application features (Semen Baturaja Management System)
9. Development of e-Voucher application features
10. Development of an approval system for Cement Orders
11. Development of Risk Management System (RMS) application features
12. Build.id Application Development (Building Materials Marketplace)
13. Addition of Business Intelligence dashboards
14. Implementation of Warehouse Management SAP
15. Optimization of MRP
16. Implementation of the Inspection Mobile Application



## PELAKSANAAN INISIATIF DAN PENGEMBANGAN ICT PERUSAHAAN TAHUN 2022

Di tahun 2022, Perusahaan telah merealisasikan 20 inisiatif di bidang ICT yang dikelompokkan ke dalam tiga kelompok inisiatif, yaitu bidang pengembangan sistem, bidang pengembangan jaringan dan server, serta bidang governance. Dari 20 inisiatif tersebut, sebanyak 16 inisiatif telah selesai dikembangkan di tahun 2022. Sementara 4 sisanya masih dalam status *carry over*. Adapun rinciannya disajikan dalam tabel berikut.

## IMPLEMENTATION OF CORPORATE ICT INITIATIVES AND DEVELOPMENT IN 2022

In 2022, the Company focused on implementing 20 ICT initiatives that were categorized into three groups: system development, network and server development, and governance. Of the 20 initiatives, 16 were completed during the year, while the remaining four are still in progress. A detailed breakdown of these initiatives can be found in the table below.

**Tabel Pelaksanaan Inisiatif dan Pengembangan ICT Tahun 2022**  
Table of Implementation of ICT Initiatives and Development in 2022

| Kelompok Inisiatif<br>Initiative Group                  | Nama Inisiatif<br>Initiative Name                                     | Uraian<br>Description                                                                                                                                                                     | Status  |
|---------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Bidang Pengembangan Sistem<br>Systems Development Field | QR Code SIPS & SPJ                                                    | Implementasi QR Code pada dokumen SIPS dan SPJ<br>Implementation of QR Code on SIPS and SPJ documents                                                                                     | Done    |
|                                                         | Host to Host Banking System                                           | Host to Host Banking untuk proses Payment dan Collection<br>Host to Host Banking for Payment and Collection processes                                                                     | Done    |
|                                                         | Mobile Approval                                                       | Approval PR dan Payment melalui aplikasi Mobile Easy Access<br>PR approval and payment through the Mobile Easy Access application                                                         | Done    |
|                                                         | EMO                                                                   | Implementasi aplikasi EMO (Electronic Memo) sebagai nota dinas online<br>Implementation of the EMO (Electronic Memo) application as an online official note                               | Done    |
|                                                         | Sipatuh                                                               | Aplikasi Sipatuh (portal download dokumen pajak digital)<br>Sipatuh application (digital tax document download portal)                                                                    | Done    |
|                                                         | Time Slot Loading                                                     | Implementasi Time Slot Loading Logistic System untuk pengaturan schedule pengisian semen<br>Implementation of the Time Slot Loading Logistics System for setting cement filling schedules | Done    |
|                                                         | Pengembangan e-Proc<br>e-Proc development                             | Pengembangan fitur aplikasi e-procurement<br>Development of e-procurement application features                                                                                            | Done    |
|                                                         | Pengembangan SMSB Apps<br>Development of SMSB Apps                    | Pengembangan fitur aplikasi SMSB (Sistem Manajemen Semen Baturaja)<br>Development of SMSB application features (Semen Baturaja Management System)                                         | Done    |
|                                                         | Pengembangan e-Voucher<br>Development of e-Vouchers                   | Pengembangan fitur aplikasi e-Voucher<br>Development of e-Voucher application features                                                                                                    | Done    |
|                                                         | Pengembangan Approval Distribusi<br>Distribution Approval Development | Pengembangan approval sistem untuk Order Semen<br>Development of an approval system for Cement Orders                                                                                     | Done    |
|                                                         | Pengembangan RMS<br>RMS development                                   | Pengembangan fitur aplikasi Risk Management System (RMS)<br>Development of Risk Management System (RMS) application features                                                              | Done    |
|                                                         | Build.id                                                              | Pengembangan Aplikasi Build.id (Marketplace bahan bangunan)<br>Build.id Application Development (Building Materials Marketplace)                                                          | Ongoing |
|                                                         | Pengembangan BI<br>BI development                                     | Penambahan dashboard Business Intelligence<br>Addition of Business Intelligence dashboards                                                                                                | Done    |



**Tabel Pelaksanaan Inisiatif dan Pengembangan ICT Tahun 2022**  
Table of Implementation of ICT Initiatives and Development in 2022

| Kelompok Inisiatif<br>Initiative Group                                          | Nama Inisiatif<br>Initiative Name | Uraian<br>Description                                                                                                                                     | Status  |
|---------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                                                                                 | Warehouse Management SAP          | Implementasi Warehouse Management SAP<br>SAP Warehouse Management Implementation                                                                          | Ongoing |
|                                                                                 | MRP                               | Optimalisasi MRP<br>MRP Optimization                                                                                                                      | Ongoing |
|                                                                                 | Mobile Inspection                 | Implementasi Aplikasi Inspection Mobile<br>Implementation of the Inspection Mobile Application                                                            | Ongoing |
| Bidang Pengembangan Jaringan dan Server<br>Network and Server Development Field | Colocation SAP                    | Pemindahan colocation server SAP SMBR<br>Transfer of SAP SMBR server colocation                                                                           | Done    |
|                                                                                 | Link SDWan                        | Penambahan Link SDWan di colocation SMBR<br>Adding the SDWan Link to the SMBR colocation                                                                  | Done    |
| Bidang Governance<br>Governance Field                                           | IT Maturity Level                 | Improvement IT Maturity                                                                                                                                   | Done    |
|                                                                                 | ICT Policy                        | Penerbitan dan Sosialisasi SK Pengendalian dan Penyediaan Perangkat ICT<br>Issuance and Socialization of Decree on Control and Provision of ICT Equipment | Done    |

Dalam menyambut rencana bergabungnya perusahaan ke dalam Semen Indonesia (SIG) di akhir tahun 2022, Perusahaan telah menyiapkan dan melakukan beberapa inisiatif strategis terkait Integrasi IT dengan SIG guna menciptakan *Value* bagi perusahaan melalui Integrasi sesuai dengan yang telah tertuang dalam Buku Putih yang telah disusun, Adapun inisiatif strategis tersebut adalah sebagai berikut :

1. Pengembangan Sistem dan Infrastruktur ICT yang terintegrasi, yang mana pada tahun 2022, Perusahaan telah melakukan migrasi lokasi server ke fasilitas *colocation* Server SIG yang mana dengan begitu Perusahaan dapat menghemat biaya sewa *colocation* server.
2. Penggunaan *Collaboration Tools Office 365* untuk meningkatkan produktifitas karyawan dan memudahkan dalam berkolaborasi antar karyawan maupun antar *Opco* dan *Holding Company*.
3. Integrasi dan *Rollout* aplikasi, dimana Perusahaan dan SIG dapat saling berbagi penggunaan aplikasi yang ada sehingga dapat mengurangi biaya Implementasi Aplikasi, Adapun beberapa aplikasi yang direncanakan tersebut adalah Integrasi sistem Mega Distributor, *Rollout* Aplikasi NDO (Nota Dinas Online), Integrasi Aplikasi *Easy Access* dan *Shinta*, *Rollout* Aplikasi Risiko, dan lainnya.

In anticipation of the company's impending merger with Semen Indonesia (SIG) by the end of 2022, the Company has taken proactive measures to implement several strategic initiatives aimed at integrating IT with SIG to generate value for the company as outlined in the White Book. These strategic initiatives include:

1. Development of an integrated ICT system and infrastructure. In 2022, the Company migrated its server location to SIG Server colocation facilities, resulting in substantial cost savings on collocation server rentals.
2. Utilization of Office 365 Collaboration Tools to enhance employee productivity and streamline collaboration among employees, Opco, and Holding Company.
3. Integration and rollout of applications to enable the Company and SIG to share existing applications, thereby reducing application implementation costs. The planned applications include Mega Distributor system integration, NDO (Online Memorandum) application rollout, Easy Access and Shinta Application Integration, Risk Application rollout, among others.

## PENCAPAIAN PENTING TAHUN 2022

Di tahun 2022, Perusahaan telah menyelesaikan sejumlah pencapaian penting, yaitu sebagaimana terlampir berikut ini:

1. Menerapkan integrasi sistem dengan *stakeholder* seperti perbankan dalam mendukung kelancaran transaksi Perusahaan dan peningkatan pelayanan kepada pelanggan;
2. Peningkatan digitalisasi sistem di Perusahaan untuk mendukung kinerja Perusahaan;
3. Bersinergi dengan SIG dalam peningkatan Penerapan ICT;

## IMPORTANT ACHIEVEMENTS IN 2022

In 2022, the Company has completed a number of important achievements, which are as attached below:

1. Implementing system integration with stakeholders such as banking institutions. This integration would support the smooth running of Company transactions and improve service to customers;
2. Improving system digitalization in the Company to support Company performance;
3. Synergize with SIG in increasing the application of ICT;



4. Pemindahan Colocation Data Center SAP SMBR ke Colocation SIG.

## TANTANGAN PENERAPAN ICT DI TAHUN 2022

Tahun 2022 adalah tahun yang cukup berat di mana banyak industri terkena dampak dari pandemi COVID-19, sehingga bagi Perusahaan khususnya di bidang IT, ini merupakan sebuah tantangan berat di mana di satu sisi, Perusahaan harus melakukan efisiensi biaya dan di sisi lain penerapan ICT harus terus ditingkatkan guna mendukung Perusahaan agar dapat bertahan. Namun tantangan tersebut dapat dilalui dengan baik oleh Perusahaan dengan melakukan pengembangan-pengembangan di bidang IT secara mandiri sehingga dengan biaya yang minim tetap dapat meningkatkan penerapan ICT di Perusahaan. Salah satu strategi yang dilakukan adalah dengan meningkatkan kompetensi dari masing-masing personil IT sehingga dapat memaksimalkan sumber daya yang ada untuk peningkatan penerapan ICT di Perusahaan.

## INVESTASI PENGELOLAAN DAN PENGEMBANGAN ICT TAHUN 2022

Di tahun 2022, Perusahaan telah merealisasikan biaya investasi atas pengelolaan dan pengembangan ICT sebesar Rp735.599.700,- atau mencapai 27% terhadap anggaran yang telah ditetapkan sebesar Rp2.743.000.000,-. Adapun rincian realisasi biaya investasi atas pengelolaan dan pengembangan ICT di tahun 2022, adalah sebagaimana terlampir berikut ini.

**Rincian Investasi Pengelolaan dan Pengembangan ICT Perusahaan Tahun 2022**  
Details of Company ICT Management and Development Investments Year 2022

| No | Uraian<br>Description                                  | Nilai Investasi (Rp)<br>Investment Value<br>(IDR) | Pemanfaatan<br>Utilization                                                                                                                                                                                                        | Tujuan<br>Objective                                                                                                       |
|----|--------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| 1  | Proyektor<br>Projector                                 | 64.446.000                                        | Salah satu media <i>Display</i> untuk kegiatan di ruang Rapat Besar (Rapat, <i>Townhall Meeting</i> , dll.)<br>One of the <i>Display</i> media for activities in the Large Meeting room (Meeting, <i>Townhall Meeting</i> , etc.) | Penggantian Proyektor Ruang Rapat Besar Kantor Palembang<br>Replacement Projector for Palembang Office Large Meeting Room |
| 2  | Notebook, PC, dan Tablet<br>Notebooks, PCs and Tablets | 671.153.700                                       | Menunjang Operasional Kerja<br>Support Work Operations                                                                                                                                                                            | Pembelian Sarana Kerja BOD dan Karyawan/ti<br>Purchasing BOD and Employee Work Advice                                     |

## RENCANA STRATEGI DI TAHUN 2023

1. Rencana Pengembangan Aplikasi di Tahun 2023
  - a. *Talent Management*  
Sistem Aplikasi yang digunakan untuk pengelolaan talent mulai dari data kamus kompetensi, GAP kompetensi, rekomendasi promosi, training need analysis, *talent pooling*.

4. Transfer of Colocation Data Center SAP SMBR to Colocation SIG.

## CHALLENGES OF ICT IMPLEMENTATION IN 2022

The year 2022 was a challenging time for many industries due to the COVID-19 pandemic. For companies in the IT field, it was especially difficult to balance cost-efficiency with the need to improve ICT implementation in order to survive. Nevertheless, our Company rose to the challenge by developing its IT capabilities independently, allowing us to increase the application of ICT while keeping costs to a minimum. One of our key strategies was to enhance the competence of our IT personnel, enabling them to maximize existing resources and further improve our ICT capabilities.

## INVESTMENT IN ICT MANAGEMENT AND DEVELOPMENT IN 2022

In 2022, the Company invested IDR735,599,700,- or 27% of its allocated budget of IDR2,743,000,000,- for the management and development of ICT. See attached details for a breakdown of the investment costs.

## STRATEGIC PLAN IN 2023

1. Application Development Plan for 2023
  - a. *Talent Management*  
An application system for talent management that includes the use of competency dictionary data, identification of competency gaps, promotion recommendations, training needs analysis, and talent pooling.





- b. *Warehouse Management*  
Sistem untuk pengelolaan barang-barang di gudang, mulai dari penerimaan barang di gudang, manajemen penyimpanan barang dan pengeluaran barang.
  - c. *SMBR Audit Apps*  
Sistem Aplikasi untuk pengelolaan kegiatan audit mulai dari data temuan audit, *evidence*, tindak lanjut dan lainnya.
  - d. *Pengembangan Host to Host*  
Pengembangan sistem host to host banking yang ada saat ini, dengan penambahan kerjasama dengan bank-bank lain yang belum terkoneksi *host to host* dengan SMBR.
  - e. *Pengembangan Easy Access*  
Pengembangan fitur aplikasi dengan penambahan fitur *Approval Payment*, *Download Slip Gaji*, *Data Karyawan*, dan *Pengaduan*.
  - f. *Pengembangan e-Voucher*  
Pengembangan aplikasi e-Voucher dengan penambahan fitur *tracking* pengembalian dokumen.
  - g. *Pengembangan RMS (Risk Management System)*  
Pengembangan aplikasi RMS dengan penambahan Fitur Profil Risiko SM & VP, Edit Penilaian Risiko.
  - h. *Inspection Mobile Apps*  
Aplikasi *Mobile* yang terintegrasi dengan sistem SAP untuk pencatatan Inspeksi Peralatan Pabrik.
2. Rencana Pengembangan Infrastruktur & *Cyber Security*  
Peningkatan kualitas infrastruktur jaringan dan peningkatan kualitas layanan pada user dan peningkatan standar keamanan jaringan.
- Strategi:
- a. Peningkatan Kualitas Infrastruktur Jaringan
  - b. Peningkatan Kualitas Layanan
  - c. Peningkatan Standar Keamanan Jaringan
- Rencana Kerja:
- a. *Upgrade* perangkat jaringan untuk menaikkan kapasitas *Bandwidth* Lokal
  - b. Migrasi Email ke Office 365
  - c. *Assessment Cyber Security*
  - d. *Redundancy Firewall*
3. Rencana Pengembangan IT *Policy & Procedure*  
Penilaian *Maturity* IT COBIT 2019, *Review* Dokumen IT *Master Plan* 2022 – 2026, Kepatuhan terhadap IT *Policy*.
- Strategi:
- a. Penilaian *Maturity* IT Cobit 2019
  - b. *Review* Dokumen IT *Master Plan* 2022 – 2026
  - c. Kepatuhan terhadap IT *Policy*
- Rencana Kerja:
- a. *Assessment* untuk *Maturity Level* IT (MLIT)
  - b. Perubahan *Roadmap* IT *Master Plan* yang selaras dengan IT SIG
  - c. SOP ICT
- b. *Warehouse Management*  
This application manages the flow of goods within a warehouse, beginning with the receipt of goods, followed by their storage and issuance.
  - c. *SMBR Audit Apps*  
Application system for managing audit activities starting from data on audit findings, evidence, followup and others.
  - d. *Host to Host Development*  
Development of the current host-to-host banking system by expanding its functionality to include cooperation with other banks that have not yet connected to SMBR's host-to-host system.
  - e. *Development of Easy Access*  
Development of application features with the addition of *Approval Payment* features, *Download Salary Slips*, *Employee Data*, and *Complaints*.
  - f. *Development of e-Vouchers*  
Development of an e-Voucher application with the addition of a document return tracking feature.
  - g. *Development of RMS (Risk Management System)*  
RMS application development with the addition of SM & VP Risk Profile Features, Edit Risk Assessment.
  - h. *Inspection Mobile Apps*  
Mobile application that is integrated with the SAP system for recording Factory Equipment Inspections.
2. Infrastructure & Cyber Security Development Plan  
Improving the quality of network infrastructure and improving the quality of service to users and increasing network security standards.
- Strategy:
- a. Network Infrastructure Quality Improvement
  - b. Service Quality Improvement
  - c. Enhanced Network Security Standards
- Work plan:
- a. Upgrade network devices to increase Local Bandwidth capacity
  - b. Email Migration to Office 365
  - c. Assessment Cyber Security
  - d. Redundancy Firewall
3. IT Policy & Procedure Development Plan  
IT COBIT Maturity Assessment 2019, IT Master Plan Document Review 2022 – 2026, Compliance with IT Policy.
- Strategy:
- a. IT Cobit Maturity Assessment 2019
  - b. IT Master Plan Document Review 2022 – 2026
  - c. Compliance with IT Policy
- Work plan:
- a. Assessment for IT Maturity Level (MLIT)
  - b. Changes to the IT Master Plan Roadmap to align with the IT SIG
  - c. ICT SOPs







## **TATA KELOLA PERUSAHAAN**

### GOOD CORPORATE GOVERNANCE

Komitmen Perusahaan dalam menerapkan instrumen GCG tidak hanya untuk memenuhi peraturan yang berlaku, namun juga sebagai kunci sukses dalam upaya pencapaian kinerja usaha yang efektif, efisien serta berkelanjutan yang sangat diperlukan dalam memenangi persaingan pasar.

The Company's commitment to implementing GCG instruments goes beyond mere compliance with regulations. It is seen as a key driver for achieving effective, efficient, and sustainable business performance, which is crucial in winning in today's competitive market.

# PENERAPAN TATA KELOLA PERUSAHAAN

## IMPLEMENTATION OF CORPORATE GOVERNANCE



**"Penerapan tata kelola yang efektif akan memberikan perlindungan dan perlakuan yang adil bagi seluruh stakeholder sehingga menciptakan peningkatan terhadap nilai Perusahaan."**  
 "Implementation of effective governance will provide protection and fair treatment for all stakeholders thereby creating an increase in the value of the Company."

Dalam upaya meningkatkan kepercayaan pemangku kepentingan terhadap perusahaan yang berkualitas, Perusahaan menempatkan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) sebagai salah satu pilar yang dapat memberikan keselarasan dan kesinambungan dalam setiap aktivitas baik dari kinerja operasional maupun non operasional. Perusahaan berupaya untuk memenuhi upaya penerapan GCG dengan terus menyesuaikan kondisi Perusahaan terkini dengan melakukan evaluasi yang objektif atas penerapan GCG. Implementasi GCG di Perusahaan dilaksanakan dengan penerapan praktik bisnis yang beretika di setiap aktivitas usaha sebagai bentuk kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Dalam menerapkan dan melaksanakan prinsip GCG, Perusahaan melakukan kajian yang mengacu pada pedoman GCG yang berlaku. Perusahaan memiliki Pedoman GCG yang telah ditetapkan melalui Surat Keputusan Direksi PT Semen Baturaja No. PH.01.04/079.A/2005 tanggal 01 Agustus 2005 tentang Buku Pedoman *Good Corporate Governance* (GCG) PT Semen Baturaja (Persero) yang ditandatangani oleh Direktur Utama, yang terakhir dimutakhirkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/114.A/2020.

At the Company, we believe that Good Corporate Governance (GCG) is a critical pillar for building stakeholder trust and ensuring alignment and continuity across all operational and non-operational activities. To this end, we are committed to ongoing efforts to implement and evaluate our GCG practices, ensuring that they are tailored to the specific needs and conditions of our Company. Our GCG implementation is grounded in a commitment to ethical business practices, as well as compliance with all applicable laws and regulations.

In implementing and executing GCG principles, the company conducts a study that refers to the applicable GCG guidelines. The company has established a GCG Guidebook, which was first set through the Board of Directors Decree of PT Semen Baturaja No. PH.01.04/079.A/2005 dated August 1, 2005, regarding the Guidebook of Good Corporate Governance (GCG) of PT Semen Baturaja (Persero) and signed by the President Director. The latest update to the guidebook was through the Board of Directors Decree of PT Semen Baturaja (Persero) Tbk No. PH.01.04/114.A/2020.





Adapun tujuan penyusunan Pedoman GCG, yakni:

1. Memaksimalkan nilai Perusahaan dengan cara meningkatkan prinsip Keterbukaan, Akuntabilitas, Pertanggungjawaban, Kemandirian dan Kewajaran agar Perusahaan memiliki daya saing yang kuat.
2. Mendorong pengelolaan Perusahaan secara profesional, transparan dan meningkatkan kemandirian Organ Perusahaan.
3. Mendorong Organ Perusahaan 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 Perusahaan.

Pedoman GCG yang diimplementasikan dalam pengelolaan Perusahaan mengacu pada peraturan perundang-undangan yang berlaku dan praktik-praktik terbaik (*Best Practices*) sehubungan dengan pengelolaan Perusahaan. Pedoman GCG yang merupakan dokumen bersifat dinamis akan diperbarui sesuai dengan perkembangan GCG terkini serta perubahan arah pengelolaan Perusahaan ke arah yang lebih strategis.

## LANDASAN HUKUM TATA KELOLA PERUSAHAAN

Dalam pandangan Perusahaan, efektivitas penerapan GCG dapat dilihat dari keselarasan dan kecukupan struktur dan infrastruktur tata kelola yang diharapkan dapat memberikan hasil yang sesuai dengan harapan *stakeholders*. Adapun, Perusahaan 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). Selain itu, pengelolaan Perusahaan merujuk dan sesuai dengan landasan hukum serta ketentuan peraturan perundang-undangan yang berlaku di Indonesia, antara lain:

1. Undang-Undang Republik Indonesia No. 11 tahun 1980 tentang Tindak Pidana Suap;
2. Undang-Undang Republik Indonesia No. 8 tahun 1995 tentang Pasar Modal;
3. Undang-Undang Republik Indonesia No. 28 tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme;
4. Undang-Undang Republik Indonesia No. 20 tahun 2001 tentang Perubahan atas Undang-Undang Republik Indonesia Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
5. Undang-Undang Republik Indonesia No. 19 tahun 2003 tentang Badan Usaha Milik Negara;
6. Undang-Undang Republik Indonesia No. 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;

The purpose of preparing the GCG Guidelines, namely:

1. We aim to maximize the Company's value and competitiveness by upholding the principles of transparency, accountability, responsibility, independence, and fairness.
2. We strive to promote professional and transparent management of the Company, and to enhance the independence of its organs.
3. We encourage all Company Organs to make decisions and take corporate actions that reflect high moral values, compliance with applicable laws and regulations, and a strong sense of social responsibility towards stakeholders and the environment. By doing so, we strive to promote sustainable practices and ensure that the Company operates in a responsible and ethical manner.

The Corporate Governance Guidelines implemented in the Company's management adhere to the prevailing regulations and best practices related to Company management. This dynamic document will be updated to reflect the latest developments in Corporate Governance and changes in the Company's management direction towards a more strategic approach.

## LEGAL BASIS OF CORPORATE GOVERNANCE

The Company believes that the effectiveness of GCG implementation can be observed through the alignment and adequacy of governance structures and infrastructure. These structures and infrastructure are expected to deliver results that meet stakeholder expectations. The Company is guided by the policy of the National Committee on Governance Policy (KNKG), which was established on November 30, 2004, based on the Decree of the Coordinating Minister for the Economy of the Republic of Indonesia No. KEP-49/M.EKON/11/TAHUN 2004. The policy was updated with the Decree of the Coordinating Minister for the Economy of the Republic of Indonesia No. 44 of 2021, concerning the National Committee on Governance Policy (KNKG). Additionally, the Company's management adheres to and complies with the legal basis and provisions of laws and regulations in force in Indonesia, including:

1. Law of the Republic of Indonesia No. 11 of 1980 concerning the Crime of Bribery;
2. Law of the Republic of Indonesia No. 8 of 1995 concerning Capital Markets;
3. Law of the Republic of Indonesia No. 28 of 1999 concerning 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 concerning Amendments to Law of the Republic of Indonesia Number 31 of 1999 concerning Eradication of Criminal Acts of Corruption;
5. Law of the Republic of Indonesia No. 19 of 2003 concerning State Owned Enterprises;
6. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Companies;
7. Regulation of the Minister of State for State Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;





8. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tentang Perubahan Atas 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;
9. Peraturan Menteri Negara Badan Usaha Milik Negara No. 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 No. PER-10/MBU/10/2020 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-02/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
11. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-11/MBU/07/2021 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
12. Peraturan Otoritas Jasa Keuangan No. 14/POJK.04/2022, tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik;
13. Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan publik;
14. Peraturan Otoritas Jasa Keuangan (POJK) No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan publik;
15. Peraturan Otoritas Jasa Keuangan (POJK) No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
16. Peraturan Otoritas Jasa Keuangan (POJK) No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum;
17. Peraturan Otoritas Jasa Keuangan (POJK) No. 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
18. Peraturan Otoritas Jasa Keuangan (POJK) No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
19. Peraturan Otoritas Jasa Keuangan (POJK) No. 29/POJK.04/2016, tentang Laporan Tahunan Bagi Emiten atau Perusahaan Publik;
20. Peraturan Otoritas Jasa Keuangan (POJK) No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
21. Peraturan Otoritas Jasa Keuangan (POJK) No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik;
22. Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
8. Regulation of the Minister of State for State-Owned Enterprises No. PER-09/MBU/2012 concerning Amendments to the Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011, concerning Implementation of Good Corporate Governance on State Owned Enterprises;
9. Regulation of the State Minister for State-Owned Enterprises No. PER-02/MBU/02/2015 concerning Requirements for the Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises;
10. Regulation of the Minister of State for State-Owned Enterprises No. PER-10/MBU/10/2020 concerning Amendments to the Regulation of the Minister of State for State-Owned Enterprises No. PER-02/MBU/02/2015 concerning Requirements, Procedures for Appointing and Dismissal of Members Board of Commissioners and Supervisory Board of State Owned Enterprises;
11. Regulation of the State Minister for State-Owned Enterprises No. PER-11/MBU/07/2021 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises;
12. Regulation of the Financial Services Authority No. 14/POJK.04/2022, concerning Submission of Periodic Financial Reports of Issuers or Public Companies;
13. Regulation of the Financial Services Authority (POJK) No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies;
14. Regulation of the Financial Services Authority (POJK) No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies;
15. Regulation of the Financial Services Authority (POJK) No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines;
16. Regulation of the Financial Services Authority (POJK) No. 30/POJK.04/2015 concerning Reports on the Realization of the Use of Proceeds from a Public Offering;
17. Regulation of the Financial Services Authority (POJK) No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies;
18. Regulation of the Financial Services Authority (POJK) No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Implementation of Audit Committee Work;
19. Regulation of the Financial Services Authority (POJK) No. 29/POJK.04/2016, concerning Annual Reports for Issuers or Public Companies;
20. Regulation of the Financial Services Authority (POJK) No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies;
21. Financial Services Authority Regulation (POJK) No. 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders of Public Companies;
22. Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 06, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises;



23. Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
24. *OECD Principles of Corporate Governance*, 2004;
25. *The Asean Corporate Governance Scorecard* yang dirilis pada tahun 2012;
26. 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).

23. Circular of the Financial Services Authority (SEOJK) No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance;
24. *OECD Principles of Corporate Governance*, 2004;
25. *The Asean Corporate Governance Scorecard* released in 2012;
26. Policy of the National Committee on Governance Policy (KNKG) which was established on November 30, 2004 based on the decision of the Coordinating Minister for the Economy of the Republic of Indonesia No. KEP-49/M.EKON/11/Tahun 2004 concerning the National Committee on Governance Policy (KNKG) which was updated with the decision of the Coordinating Minister Republic of Indonesia Economic Sector No: 44 of 2021 concerning the National Committee on Governance Policy (KNKG).

## STRUKTUR TATA KELOLA PERUSAHAAN

Organ Perusahaan dibentuk untuk menjamin pelaksanaan GCG sehingga dapat berjalan efektif dengan tugas dan tanggung jawab yang jelas. Berdasarkan Undang-Undang No. 40 tahun 2007, menyebutkan bahwa Organ Perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris yang saling menghormati tugas, tanggung jawab dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar.

Dalam hal ini, Perusahaan juga memiliki organ pendukung untuk membantu organ utama dalam menjalankan tugasnya. Dewan Komisaris dibantu oleh Komite Audit, Komite Manajemen Risiko dan Komite Nominasi dan Remunerasi. Sedangkan Direksi dibantu oleh *Division Corporate Secretary*, *Division Risk Management*, *Division HR & GA* dan *Division Internal Audit*. Adapun struktur tata kelola perusahaan Perusahaan dapat dilihat dalam bagan berikut:

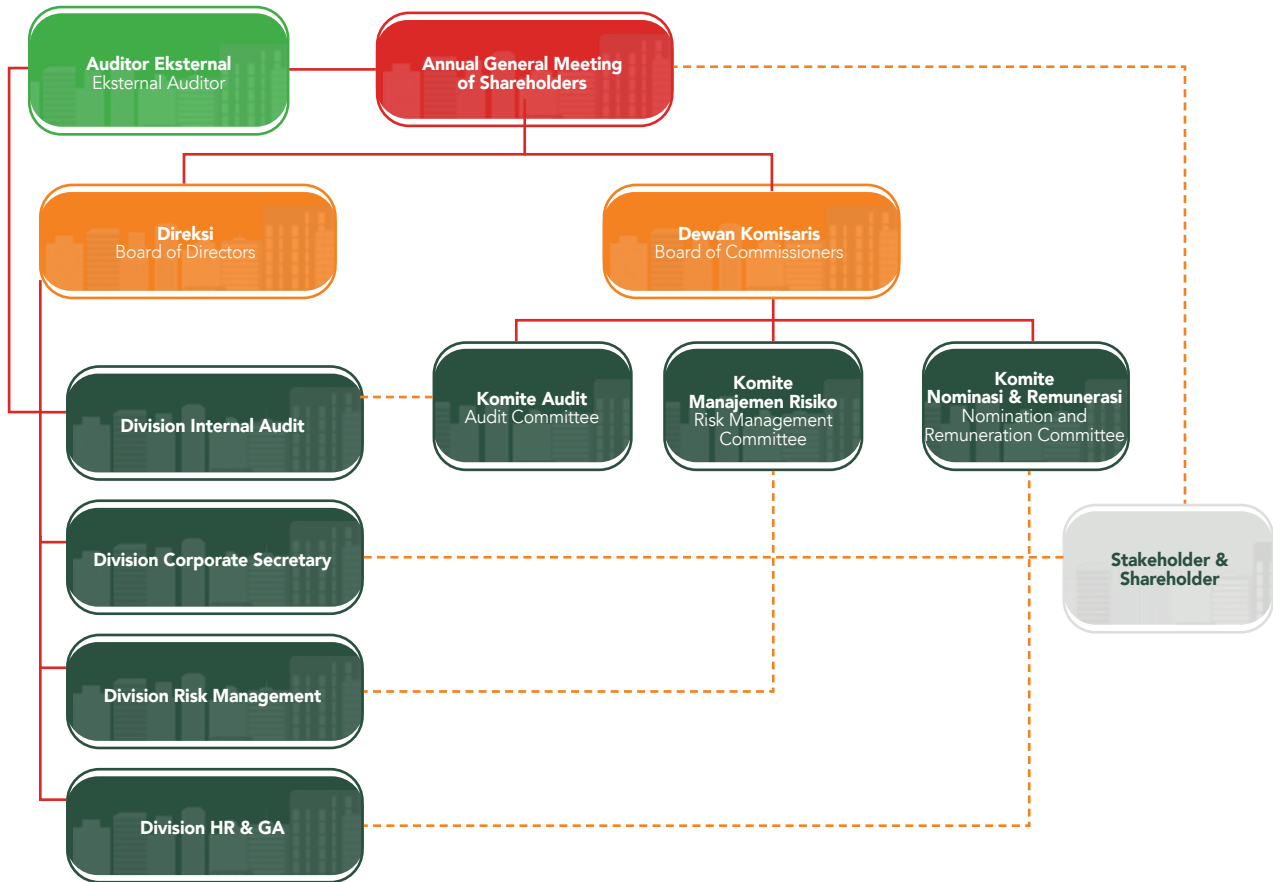
## CORPORATE GOVERNANCE STRUCTURE

The Company has established organs to ensure the effective implementation of GCG with clear duties and responsibilities. According to Law No. 40 of 2007, the Company's organs include the General Meeting of Shareholders (GMS), the Directors, and the Board of Commissioners. These organs must respect each other's duties, responsibilities, and authorities in accordance with laws, regulations, and the Articles of Association.

In addition to the main organs, the Company has supporting organs to assist in the execution of their duties. The Board of Commissioners is assisted by the Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee. On the other hand, the Board of Directors is supported by the Corporate Secretary Division, Risk Management Division, HR & GA Division, and Internal Audit Division. The corporate governance structure of the Company is depicted in the following chart:



## Struktur Tata Kelola Perusahaan Corporate Governance Structure



### TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

Tujuan Perusahaan dalam menerapkan GCG adalah sebagai berikut:

1. Memaksimalkan Nilai Perusahaan dengan melaksanakan prinsip-prinsip Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian dan Kewajaran agar Perusahaan memiliki daya saing yang tinggi di tengah tantangan usaha sejenis.
2. Mendorong pengelolaan Perusahaan 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 Perusahaan terhadap Stakeholders serta menjaga kesesuaian dengan lingkungan di sekitar Perusahaan.
4. Menjadi pedoman bagi seluruh Insan Semen Baturaja dalam menjalankan aktivitas Perusahaan.

### PURPOSE OF IMPLEMENTING CORPORATE GOVERNANCE

The Company's goals in implementing GCG are as follows:

1. By implementing the principles of Transparency, Accountability, Responsibility, Independence, and Fairness, the Company can maximize its corporate value and maintain high competitiveness amid similar business challenges.
2. Encouraging the professional, transparent, and efficient management of the Company, as well as empowering its functions and enhancing the management's independence.
3. Encouraging the management to make decisions and take actions that are guided by high moral values and compliance with relevant laws and regulations, as well as a sense of responsibility towards stakeholders and the environment.
4. Become a guideline for all Semen Baturaja personnel in carrying out company activities.

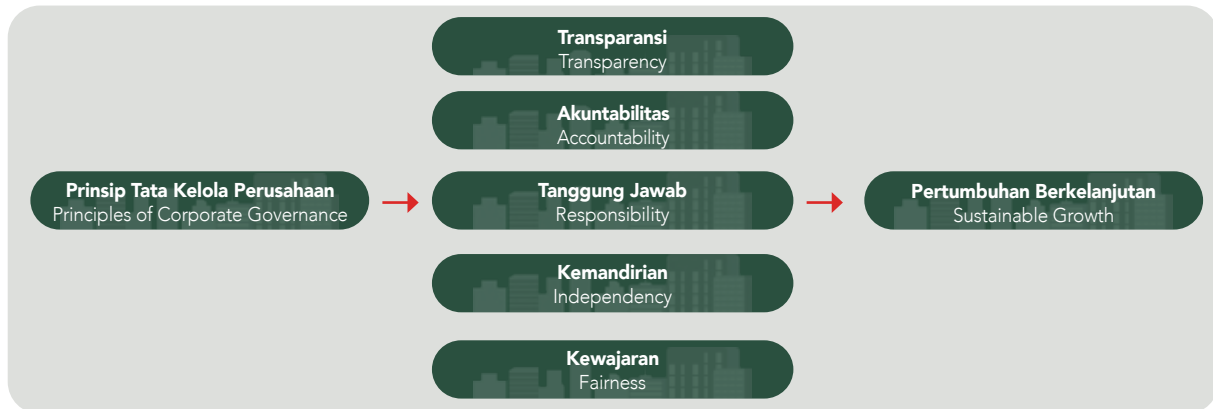


## PRINSIP-PRINSIP TATA KELOLA PERUSAHAAN

Perusahaan senantiasa menjalankan praktik kegiatan usaha dengan menerapkan 5 (lima) prinsip GCG, yakni Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian dan Kewajaran. Penerapan prinsip-prinsip tersebut menjadi instrumen yang diharapkan dapat menciptakan keseimbangan dalam operasional Perusahaan secara menyeluruh.

## CORPORATE GOVERNANCE PRINCIPLES

The Company always upholds the five principles of good corporate governance (GCG), namely Transparency, Accountability, Responsibility, Independence, and Fairness, in all of its business activities. The implementation of these principles serves as an important instrument to create balance in the Company's operations as a whole.



Selain itu, terdapat pengembangan prinsip GCG dari nilai dasar TARIF (*Transparency, Accountability, Responsibility, Independency, dan Fairness*) yang terakhir digunakan pada Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2019. Prinsip-prinsip tersebut terdiri dari 4 (empat) pilar governansi korporat, yaitu perilaku beretika, akuntabilitas, transparansi, dan keberlanjutan, yang terakhir dimutakhirkan pada tahun 2021, yakni PUGKI 2021. Adapun 4 (empat) pilar governansi korporat yang menjadi pedoman Perusahaan dalam pengelolaan Perusahaan:

In addition, the development of corporate governance (CG) principles based on TARIF (*Transparency, Accountability, Responsibility, Independence, and Fairness*) values was recently introduced in the 2019 Indonesian General Corporate Governance Guidelines (PUGKI). These principles comprise four pillars of corporate governance, namely ethical behavior, accountability, transparency, and sustainability, which were last updated in 2021 under PUGKI 2021. These four pillars serve as guidelines for the company to manage its operations.

### Perilaku Beretika Ethical Behavior

#### Definisi

Dalam melaksanakan kegiatannya, Korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.

#### Penerapan di lingkup Perusahaan

- Perusahaan memiliki Pedoman Perilaku (*Code of Conduct*) sebagai panduan bagi pengurus dan karyawan dalam berperilaku dalam berinteraksi antar sesama rekan kerja maupun dengan para pemangku kepentingan.
- Perusahaan menerapkan nilai - nilai utama "AKHLAK" menjadi nilai budaya Perusahaan.
- Perusahaan mengimplementasikan sikap saling menghormati di lingkungan kerja dengan mengembangkan kebijakan berperilaku saling menghargai (*Respectful Workplace Policy*).
- Perusahaan menerapkan kebijakan larangan penerimaan gratifikasi dan anti penyuapan dengan menjalankan prinsip 4 No's (*No Bribery, No Kickback, No Gift dan No Luxurious Hospitality*).
- Perusahaan menerapkan prinsip kesetaraan bagi para mitra usaha dengan memiliki komitmen atas kebijakan mengenai kebijakan terkait seleksi vendor.

#### Definition

In carrying out its activities, the corporation always prioritizes honesty, treats all parties with respect, fulfills commitments, and consistently builds and maintains moral values and beliefs. The corporation also pays attention to the interests of shareholders and other stakeholders based on the principle of fairness, and is managed independently to ensure that no single company organ dominates the others and to prevent external interference.

#### Implementation within the scope of the Company

- The company has a Code of Conduct as a guide for management and employees in behaving in interactions with colleagues and stakeholders.
- The company applies the main values of "AKHLAK" to become the corporate cultural values.



- The Company implements mutual respect in the work environment by developing a Respectful Workplace Policy.
- The company implements a policy of prohibiting acceptance of gratuities and anti-bribery by implementing the 4 No's principles (No Bribery, No Kickback, No Gift and No Luxurious Hospitality).
- The company applies the principle of equality for its business partners by having a commitment to policies regarding vendor selection policies.

## Akuntabilitas

### Accountability

#### Definisi

Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.

#### Penerapan di lingkup Perusahaan

- Dewan Komisaris dan Direksi memiliki pembagian mengenai tugas dan tanggung jawabnya masing-masing sesuai dengan peraturan perundang-undangan dan Anggaran Dasar, serta memiliki panduan kerja berupa *Board Manual* dan Pedoman & Tata Tertib Kerja.
- Pembagian tugas dan tanggung jawab Dewan Komisaris dan Direksi sesuai dengan bidangnya diatur dalam Surat Keputusan Pembagian Tugas dan Tanggung Jawab.
- Perusahaan melaporkan kinerja perusahaan secara berkala kepada Pemegang Saham.
- Pelaksanaan audit atas laporan keuangan perusahaan yang dilakukan oleh auditor eksternal.
- Penilaian dan evaluasi atas penerapan GCG, penerapan manajemen risiko serta penilaian atas tata kelola IT oleh pihak eksternal konsisten secara berkala dilakukan.
- Pelaksanaan RUPS dan penyampaian laporan tahunan sebagai bentuk pertanggungjawaban atas pengelolaan perusahaan.

#### Definition

The corporation should be able to account for its performance in a transparent and fair manner. Therefore, it is essential to manage corporations properly and measurably, with a focus on corporate interests while considering the interests of shareholders and stakeholders. Accountability is a prerequisite for achieving sustainable performance.

#### Implementation within the scope of the Company

- The Board of Commissioners and the Board of Directors have a division of their respective duties and responsibilities in accordance with laws and regulations and the Articles of Association, and have Board Manual in the form of a Board Manual and Board Manual & Rules.
- The division of duties and responsibilities of the Board of Commissioners and the Board of Directors in accordance with their fields is regulated in the Decree on the Distribution of Duties and Responsibilities.
- The company reports the company's performance periodically to the Shareholders.
- Implementation of an audit of the company's financial statements conducted by external auditors.
- Assessment and evaluation of the implementation of GCG, implementation of risk management and evaluation of IT governance by external parties are consistent on a regular basis.
- Implementation of GMS and submission of annual reports as a form of accountability for company management.

## Transparansi

### Transparency

#### Definisi

Untuk menjaga objektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya.

#### Penerapan di lingkup Perusahaan

- Perusahaan menyampaikan keterbukaan informasi secara berkala kepada OJK dan BEI.
- Informasi mengenai perusahaan ditampilkan pada website perusahaan yang dapat diakses oleh pihak eksternal.
- Perusahaan memanfaatkan teknologi informasi dengan menggunakan media sosial sebagai sarana informasi dan transparansi atas kegiatan perusahaan.
- Perusahaan menyediakan media pelaporan pelanggaran yang dapat diakses melalui *email* maupun website perusahaan.
- Perusahaan menyediakan E-PPID sebagai saluran informasi bagi pihak eksternal yang ingin mendapatkan informasi lebih lanjut mengenai perusahaan.

#### Definition

To maintain objectivity in conducting business, the corporation provides relevant and material information in a way that is easily accessible and understandable to stakeholders. The corporation takes the initiative to disclose not only the issues required by laws and regulations but also important matters that are crucial for decision-making by shareholders, creditors, and other stakeholders.

#### Implementation within the scope of the Company

- The company periodically submits information disclosure to OJK and IDX.
- Information about the company is displayed on the company's website which can be accessed by external parties.
- The company utilizes information technology by using social media as a means of information and transparency of company activities.
- The company provides media for Whistleblowing that can be accessed via email or the company's website.
- The company provides E-PPID as an information channel for external parties who wish to obtain further information about the company.





## Keberlanjutan Sustainability

### Definisi

Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerjasama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.

### Penerapan di lingkup Perusahaan

- Perusahaan melakukan tanggung jawab sosial terhadap masyarakat di lingkungan sekitar perusahaan dengan melaksanakan program-program CSR.
- Perusahaan mendirikan Rumah BUMN sebagai wadah bagi perkembangan UMKM.
- Perusahaan terlibat dalam kegiatan – kegiatan wajib yang dicanangkan oleh Kementerian BUMN.
- Perusahaan melaksanakan audit SNI ISO 14001 : 2015 - Sistem Manajemen Lingkungan secara konsisten untuk mengevaluasi penerapan kinerja perusahaan terhadap lingkungan.

### Definition

The corporate complies with laws and regulations and is committed to carrying out responsibilities towards society and the environment in order to contribute to sustainable development by working with all relevant stakeholders to improve their lives in a way that is aligned with business interests and the sustainable development agenda

### Implementation within the scope of the Company

- The company carries out social responsibility towards the community in the environment around the company by implementing CSR programs.
- The company established Rumah BUMN as a forum for the development of MSMEs.
- Companies are involved in mandatory activities proclaimed by the Ministry of SOEs.
- The company carries out SNI ISO 14001: 2015 - Environment Management System audits consistently to evaluate the implementation of the company's performance on the environment.

Selain penerapan 4 (empat) pilar governansi korporat, Perusahaan juga telah menerapkan 8 (delapan) prinsip governansi korporat yang berisi hak-hak pemegang saham, pemangku kepentingan dan pemenuhannya, aturan pokok tentang pengelolaan, dan pengawasan atas pengelolaan korporasi di Indonesia, termasuk aspek etika, manajemen risiko, dan pengungkapan. Adapun 8 (delapan) prinsip governansi korporat tersebut dibagi dalam tiga kelompok prinsip, yakni:

1. Tiga prinsip pertama adalah kelompok prinsip yang mengatur fungsi pengurusan dan pengawasan korporasi, yaitu Direksi dan Dewan Komisaris;
2. Kelompok prinsip yang mengatur proses dan keluaran yang dihasilkan oleh Direksi dan Dewan Komisaris; dan
3. Kelompok prinsip yang mengatur pemilik sumberdaya, yang terutama akan menerima manfaat dari pelaksanaan governansi korporat.

Berikut adalah 8 (delapan) prinsip governansi korporat dan penerapannya di lingkup Perusahaan, sebagaimana terlampir di bawah ini.

In addition to implementing the four pillars of corporate governance, the company has also adopted eight principles of corporate governance that encompass the rights of shareholders, stakeholder fulfillment, basic rules for corporate management and supervision in Indonesia, ethical aspects, risk management, and disclosure. The eight principles of corporate governance are divided into three groups of principles as follows:

1. The first three principles constitute a group of principles that regulate the management and oversight functions of corporations, namely the Board of Directors and the Board of Commissioners;
2. The group of principles governs the processes and outputs produced by the Board of Directors and Board of Commissioners;
3. The group of principles governs resource owners, who are the primary beneficiaries of the implementation of corporate governance.

Attached below are 8 (eight) principles of corporate governance and their application within the scope of the Company.

### Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris

#### Principle 1: Roles and Responsibilities of the Board of Directors and Board of Commissioners

### Definisi

Direksi dan Dewan Komisaris menjalankan peran dan tanggung jawabnya secara independen untuk menciptakan nilai yang berkelanjutan untuk kepentingan terbaik jangka panjang korporasi dan pemegang saham, dengan mempertimbangkan kepentingan para pemangku kepentingan.

### Penjelasan

Prinsip 1 berkaitan dengan peran dan tanggung jawab Direksi dalam melakukan pengelolaan korporasi serta peran dan tanggung jawab Dewan Komisaris dalam melakukan pengawasan atas pengelolaan korporasi oleh Direksi. Di samping itu Prinsip ini mengatur penilaian kinerja Direksi dan Dewan Komisaris dan anggotanya masing-masing, penanganan benturan kepentingan yang terjadi pada anggota Direksi dan anggota Dewan Komisaris serta peningkatan kompetensi anggota Direksi dan anggota Dewan Komisaris.



**Penerapan di lingkup Perusahaan**

- Dewan Komisaris, Direksi dan karyawan berkomitmen terhadap implementasi nilai budaya “AKHLAK”.
- Dewan Komisaris melakukan pengawasan atas pengelolaan perusahaan oleh Direksi melalui laporan-laporan yang disampaikan oleh Direksi, serta melakukan koordinasi melalui rapat gabungan antara Dewan Komisaris dan Direksi secara berkala.
- Direksi menetapkan kebijakan-kebijakan yang berkaitan dengan pengurusan perusahaan berupa kebijakan perusahaan, pedoman-pedoman serta standar operasional prosedur.
- Direksi melaksanakan rapat internal serta rapat staf untuk pembahasan kinerja perusahaan serta rapat lainnya yang terkait dengan pengambilan keputusan.
- Penilaian atas kinerja Dewan Komisaris dan Direksi dievaluasi setiap tahun oleh Pemegang Saham dalam RUPS.
- Direksi menyusun KPI secara Kolegial dan KPI secara Individu.
- Dewan Komisaris dan Direksi menandatangani Pakta Integritas, Daftar Khusus Kepemilikan Saham, serta Kepatuhan terhadap Pedoman Perilaku secara berkala setiap tahun.
- Dewan Komisaris dan Direksi melaksanakan pelatihan dan/atau seminar untuk peningkatan kompetensi dan kapabilitas.
- Perusahaan menyusun laporan tahunan dan laporan keberlanjutan.
- Perusahaan menyelenggarakan SMBR *Innovation Award* sebagai ajang kompetisi bagi seluruh karyawan untuk terus menciptakan inovasi demi peningkatan kinerja perusahaan.
- Dewan Komisaris dan Direksi memastikan penerapan manajemen risiko berjalan secara efektif melalui *monitoring* dan evaluasi secara berkala.

**Definition**

The Board of Directors and Board of Commissioners carry out their respective roles and responsibilities independently, with the aim of creating sustainable value for the corporation and its shareholders while also considering the interests of stakeholders, all in the best long-term interests of the company.

**Explanation**

Principle 1 pertains to the roles and responsibilities of the Directors in managing the corporation and the supervisory role of the Board of Commissioners over the Directors. This principle also regulates the performance evaluation of both the Board of Directors and Commissioners, addresses conflicts of interest that may arise between the two boards, and emphasizes the importance of enhancing the competence of their respective members.

**Implementation within the scope of the Company**

- The Board of Commissioners, Directors and employees are committed to the implementation of the “AKHLAK” cultural values.
- The Board of Commissioners supervises the management of the company by the Board of Directors through reports submitted by the Board of Directors, as well as coordinates through regular joint meetings between the Board of Commissioners and the Board of Directors.
- The Board of Directors establishes policies related to company management in the form of company policies, guidelines and standard operating procedures.
- The Board of Directors holds internal meetings as well as staff meetings to discuss company performance and other meetings related to decision making.
- Assessment of the performance of the Board of Commissioners and Board of Directors is evaluated annually by Shareholders at the GMS.
- The Board of Directors prepares collegial KPIs and individual KPIs.
- The Board of Commissioners and Directors sign the Integrity Pact, Special Register of Share Ownership, and Compliance with the Code of Conduct periodically every year.
- The Board of Commissioners and Board of Directors carry out training and/or seminars to improve competency and capability.
- The company prepares annual reports and sustainability reports.
- The company organizes the SMBR *Innovation Award* as a competition for all employees to continue to innovate to improve company performance.
- The Board of Commissioners and Board of Directors ensure that the implementation of risk management runs effectively through regular monitoring and evaluation.

---

**Prinsip 2: Komposisi dan Remunerasi Direksi dan Dewan Komisaris**

---

**Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners**

---

**Definisi**

Anggota Direksi dan anggota Dewan Komisaris dipilih dan ditetapkan sedemikian rupa sehingga komposisi Direksi sebagai organ pengelolaan dan komposisi Dewan Komisaris sebagai organ pengawasan adalah beragam dan masing-masing terdiri dari para Direktur dan Komisaris yang memiliki komitmen, pengetahuan, kemampuan, pengalaman dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran pengelolaan Direksi dan peran pengawasan Dewan Komisaris.

Remunerasi dirancang untuk secara efektif menyelaraskan kepentingan anggota Direksi dan anggota Dewan Komisaris dengan kepentingan jangka panjang korporasi dan penciptaan nilai yang berkelanjutan.

**Penjelasan**

Prinsip 2 mengharuskan pemilihan dan penetapan anggota Direksi dan anggota Dewan Komisaris dilakukan sedemikian rupa sehingga Direksi dan Dewan Komisaris masing-masing sebagai organ pengelolaan dan pengawasan memiliki komposisi anggota dengan pengetahuan, kemampuan, dan keahlian yang dibutuhkan sesuai dengan perannya masing-masing. Di samping itu, Prinsip ini menekankan pentingnya kebijakan remunerasi untuk mendorong anggota Direksi dan anggota Dewan Komisaris mengutamakan kepentingan jangka panjang korporasi berdasarkan prinsip keberlanjutan, serta mengharuskan pengungkapan kebijakan dan informasi remunerasi yang diterima oleh Direksi dan Dewan Komisaris secara transparan dan akuntabel.

**Penerapan di lingkup Perusahaan**

- Perusahaan memiliki Komite Nominasi dan Remunerasi yang membantu Dewan Komisaris dalam melaksanakan fungsi dan tugas Dewan Komisaris terkait Nominasi dan Remunerasi terhadap anggota Direksi dan anggota Dewan Komisaris.
- Perusahaan mengungkapkan komposisi dan keberagaman anggota Dewan Komisaris dan Anggota Direksi dalam laporan tahunan perusahaan.
- Perusahaan memiliki 2 orang komisaris independen sesuai dengan yang dipersyaratkan dalam POJK 33/POJK.04/2014 yaitu paling kurang 30% dari jumlah seluruh anggota Dewan Komisaris.

**Definition**

The members of the Board of Directors and Board of Commissioners are selected and determined in a manner that ensures a diverse composition of both bodies. Each board is comprised of Directors and Commissioners who possess the commitment, knowledge, abilities, experience, and expertise necessary to effectively fulfill their respective management and supervisory roles. Furthermore, the remuneration structure is designed to align the interests of both boards with the long-term interests of the corporation and the creation of sustainable value.



#### Explanation

Principle 2 stipulates that the selection and appointment of members to the Board of Directors and Board of Commissioners must be carried out in a manner that ensures the respective boards have a diverse composition of members with the knowledge, abilities, and expertise required to fulfill their roles. This principle also emphasizes the importance of remuneration policies that encourage the prioritization of the corporation's long-term interests based on the principle of sustainability. Additionally, this principle requires transparency and accountability in disclosing the remuneration policies and information received by both boards

#### Implementation within the scope of the Company

- The company has a Nomination and Remuneration Committee which assists the Board of Commissioners in carrying out the functions and duties of the Board of Commissioners regarding the Nomination and Remuneration of members of the Board of Directors and members of the Board of Commissioners.
- The company discloses the composition and diversity of members of the Board of Commissioners and members of the Board of Directors in the company's annual report.
- The company has 2 independent commissioners according to the requirements in POJK 33/POJK.04/2014, namely at least 30% of the total number of members of the Board of Commissioners.

### Prinsip 3: Hubungan Kerja antara Direksi dan Dewan Komisaris

Principle 3: Working Relations between the Board of Directors and the Board of Commissioners

#### Definisi

Direksi dan Dewan Komisaris memiliki hubungan kerja yang erat, terbuka, konstruktif, profesional dan saling percaya untuk kepentingan terbaik korporasi.

#### Penjelasan

Prinsip 3 menekankan pentingnya hubungan kerja yang erat, terbuka, konstruktif, profesional, saling percaya antara Direksi dan Dewan Komisaris dalam mencapai kepentingan terbaik korporasi. Prinsip 3 ini juga mengatur perlunya Dewan Komisaris mengakses informasi yang lengkap serta pentingnya anggota Direksi dan Dewan Komisaris memahami implikasi struktur kepemilikan korporasi terhadap pelaksanaan perannya.

#### Penerapan di lingkup Perusahaan

- Dewan Komisaris secara berkala melaksanakan rapat bersama Direksi yang dikoordinasikan oleh VP Corporate Secretary.
- Direksi mengangkat Corporate Secretary dengan persetujuan Dewan Komisaris.
- Direksi menyampaikan laporan berkala dan laporan lainnya kepada Dewan Komisaris.
- Direksi mengajukan permintaan persetujuan kepada Dewan Komisaris terkait kegiatan perusahaan yang memerlukan persetujuan Dewan Komisaris.

#### Definition

The Board of Directors and the Board of Commissioners maintain a close, open, constructive, professional, and trusting working relationship to ensure the best interests of the corporation are served.

#### Explanation

Principle 3 highlights the significance of a close, open, constructive, professional, and trusting working relationship between the Board of Directors and Board of Commissioners in achieving the best interests of the corporation. This principle also emphasizes the need for the Board of Commissioners to have complete access to information, and for members of both boards to understand the implications of the corporate ownership structure on their roles.

#### Implementation within the scope of the Company

- The Board of Commissioners regularly holds joint meetings with the Board of Directors which are coordinated by the VP Corporate Secretary.
- The Board of Directors appoints the Corporate Secretary with the approval of the Board of Commissioners.
- The Board of Directors submits periodic reports and other reports to the Board of Commissioners.
- The Board of Directors submits a request for approval to the Board of Commissioners regarding company activities that require the approval of the Board of Commissioners.

### Prinsip 4: Perilaku Etis

Principle 4: Ethical Conduct

#### Definisi

Korporasi memiliki komitmen untuk bertindak secara etis dan bertanggung jawab, menegakkan nilai-nilai dan budaya organisasi.

#### Penjelasan

Prinsip 4 mengharuskan korporasi untuk membuat pernyataan secara berkala tentang komitmen korporasi tidak hanya mematuhi peraturan perundang-undangan yang berlaku, namun juga komitmen untuk bertindak etis dan bertanggung jawab.

#### Penerapan di lingkup Perusahaan

- Perusahaan memiliki Pedoman Perilaku yang berlaku untuk Dewan Komisaris, Direksi, Karyawan termasuk karyawan anak usaha serta mitra usaha.
- Perusahaan memiliki Pedoman Pengendalian Gratifikasi.
- Sosialisasi terkait *Softstructure* GCG termasuk terkait gratifikasi, suap, *fraud* dan korupsi dilakukan secara konsisten dan berkala kepada pihak internal dan eksternal perusahaan.
- Pelaksanaan Bimbingan Teknis terkait Gratifikasi dan pelatihan SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan dilaksanakan oleh karyawan.
- Perusahaan menerapkan nilai budaya AKHLAK sebagai nilai perusahaan yang wajib dipahami dan dilaksanakan oleh Dewan Komisaris, Direksi serta karyawan.
- Internalisasi budaya AKHLAK dilakukan melalui sosialisasi dan pelatihan kepada karyawan pada semua level jabatan.
- Perusahaan menyediakan media pelaporan pelanggaran dan mekanisme pelaporan dan tindak lanjut yang diatur dalam SOP Pelaporan Pelanggaran/*Whistleblowing System*.



#### Definition

The corporation is committed to acting ethically and responsibly, while upholding the values and culture of the organization.

#### Explanation

Principle 4 mandates that corporations periodically make statements regarding their commitment not only to comply with applicable laws and regulations but also to act ethically and responsibly.

#### Implementation within the scope of the Company

- The company has a Code of Conduct that applies to the Board of Commissioners, Directors, Employees including employee of subsidiaries and business partners.
- The company has Gratuities Control Guidelines.
- Dissemination related to GCG Softstructure including those related to gratuity, bribery, fraud and corruption is carried out consistently and periodically to internal and external parties of the company.
- Implementation of Technical Guidance related to Gratuities and training on SNI ISO 37001: 2016 Anti-Bribery Management System carried out by employees.
- The company implements AKHLAK cultural values as corporate values that must be understood and implemented by the Board of Commissioners, Directors and employees.
- Internalization of the AKHLAK culture is carried out through outreach and training to employees at all levels of positions.
- The company provides media for Whistleblowing and reporting and follow-up mechanisms regulated in the Whistleblowing System SOP.

### Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan

#### Principle 5: Risk Management, Internal Control and Compliance

#### Definisi

Korporasi menjalankan praktik governansi korporat yang terintegrasi dengan penerapan sistem pengendalian internal dan manajemen risiko, serta sistem manajemen kepatuhan yang efektif dalam rangka mendukung pencapaian sasaran, visi, misi, tujuan, maupun target kinerja korporat dalam menjalankan bisnis secara berintegritas.

#### Penjelasan

Prinsip 5 mengharuskan Direksi untuk mengimplementasikan governansi, sistem pengendalian internal dan manajemen risiko, dan sistem manajemen kepatuhan secara terintegrasi sebagai bagian dari strategi, perangkat manajemen, dan praktik yang dijalankan korporasi dalam berbisnis secara bertanggung jawab (*responsible business*) sebagai warga korporat yang baik (*good corporate citizen*). Dewan Komisaris memantau dan menyampaikan masukan terhadap efektivitas penerapan governansi, sistem pengendalian internal dan manajemen risiko, dan sistem manajemen kepatuhan korporat yang dilaksanakan secara terintegrasi oleh Direksi.

#### Penerapan di lingkup Perusahaan

- Direksi melalui Division Internal Audit melaksanakan sistem pengendalian internal serta secara berkala melaksanakan koordinasi dan pelaporan kepada Dewan Komisaris melalui Komite Audit.
- Unit kerja Legal & Compliance menjalankan fungsi kepatuhan terhadap peraturan perundang-undangan dan ketentuan yang berlaku serta memastikan bahwa perusahaan selalu memiliki informasi terkini mengenai pembaharuan atas peraturan perundang-undangan.
- Direksi membentuk Division Risk Management sebagai unit pengelola manajemen risiko perusahaan.
- Pelaksanaan identifikasi risiko dan penyusunan rencana mitigasi risiko dilaksanakan dari semua level mulai dari tingkat section hingga korporat.
- Pelaksanaan monitoring dan evaluasi untuk menilai efektivitas atas mitigasi risiko dilaksanakan secara berkala.
- Pengawasan Dewan Komisaris terhadap penerapan manajemen risiko di perusahaan dilaksanakan melalui koordinasi berkala antara Komite Manajemen Risiko dan Division Risk Management.
- Komite Manajemen Risiko di perusahaan berjumlah 3 (tiga) orang dengan salah satu anggota Dewan Komisaris sebagai Ketua.
- Division Internal Audit menyusun Program Kerja Pemeriksaan Tahunan (PKPT) setiap tahun.

#### Definition

The corporation integrates its corporate governance practices with the implementation of internal control and risk management systems, as well as an effective compliance management system to support the achievement of its goals, vision, mission, and performance targets with integrity.

#### Explanation

Principle 5 requires the Board of Directors to implement governance, internal control, and risk management systems, as well as an integrated compliance management system as part of the strategy, management tools, and practices to conduct responsible business as a good corporate citizen. The Board of Commissioners monitors and provides input on the effectiveness of the implementation of these systems by the directors, which are integrated across the organization.

#### Implementation within the scope of the Company

- The Board of Directors through the Internal Audit Division implements an internal control system and periodically coordinates and reports to the Board of Commissioners through the Audit Committee.
- The Legal & Compliance work unit carries out the compliance function with applicable laws and regulations and ensures that the company always has the latest information regarding updates to laws and regulations.
- The Board of Directors established the Risk Management Division as the company's risk management management unit.
- Implementation of risk identification and preparation of risk mitigation plans carried out at all levels, from section to corporate level.
- Implementation of monitoring and evaluation to assess the effectiveness of risk mitigation is carried out periodically.
- The Board of Commissioners' supervision of the implementation of risk management in the company is carried out through periodic coordination between the Risk Management Committee and the Risk Management Division.
- The Risk Management Committee in the company consists of 3 (three) people with one member of the Board of Commissioners as Chairman.
- The Internal Audit Division compiles the Annual Audit Work Program (PKPT) every year.

### Prinsip 6: Pengungkapan dan Transparansi

#### Principle 6: Disclosure and Transparency

#### Definisi

Korporasi membuat pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang korporasi.

#### Penjelasan

Prinsip 6 mengharuskan korporasi untuk memiliki kerangka governansi yang mampu memberikan keyakinan yang dapat menghasilkan pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang korporasi, yang meliputi kondisi dan kinerja keuangan, kepemilikan atas korporasi, dan governansi korporat.

#### Penerapan di lingkup Perusahaan

- Perusahaan memiliki kebijakan pengelolaan informasi yang diatur dalam Pedoman Pengelolaan Informasi.
- Perusahaan menyusun Laporan Tahunan dan Laporan Keberlanjutan.



- Komite Audit melakukan evaluasi terhadap pelaksanaan audit oleh auditor eksternal.
- Informasi terkait perusahaan dimuat dalam website perusahaan.
- Perusahaan menyediakan E-PPID sebagai sarana untuk mengakses informasi terkait perusahaan.

#### Definition

The corporation ensures accurate and timely disclosure of all material matters concerning the organization.

#### Explanation

Principle 6 requires corporations to establish a governance framework capable of providing assurance for accurate and timely disclosure of all material matters, including financial condition and performance, ownership structure, and corporate governance.

#### Implementation within the scope of the Company

- The company has an information management policy set out in the Information Management Guidelines.
- The company prepares an Annual Report and Sustainability Report.
- The Audit Committee evaluates the implementation of audits by external auditors.
- Information related to the company is published on the company's website.
- The company provides E-PPID as a means to access company-related information.

## Prinsip 7: Hak-hak Pemegang Saham

### Principle 7: Rights of Shareholders

#### Definisi

Korporasi melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakuan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas. Semua pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka.

#### Penjelasan

Prinsip 7 menjelaskan mengenai pemenuhan hak pemegang saham dan perlakuan adil bagi pemegang saham, bagaimana cara kerjasama aktif antara korporasi dengan pemegang sahamnya dilaksanakan serta pelaksanaan sebagian hak pemegang saham secara efektif melalui RUPS.

#### Penerapan di lingkup Perusahaan

- Perusahaan telah menetapkan kebijakan mengenai *insider trading* yang tercantum dalam Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).
- Perusahaan melaksanakan keterbukaan informasi dan menyampaikan informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu.
- Perusahaan menyampaikan informasi dan fakta material kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) melalui surat ataupun pelaporan elektronik.
- Pelaksanaan pemanggilan RUPS dilaksanakan paling lambat 21 hari kalender tanpa memperhitungkan tanggal pemanggilan dan pelaksanaan RUPS.
- Perusahaan menerbitkan tata tertib RUPS di website pada saat pemanggilan RUPS dan diinformasikan kepada pemegang saham yang hadir dalam pelaksanaan RUPS.
- Penunjukan Kantor Akuntan Publik disetujui oleh pemegang saham dalam RUPS.
- Penyampaian ringkasan risalah RUPS dilaksanakan paling lambat 2 hari kerja setelah penyelenggaraan RUPS kepada OJK dan BEI serta melalui website perusahaan.

#### Definition

Corporations ensure the protection and facilitation of shareholder rights and fair treatment of shareholders, including minority shareholders, while providing effective remedies for any violation of such rights.

#### Explanation

Principle 7 explains the fulfillment of shareholder rights and fair treatment for shareholders, the ways in which active cooperation between corporations and their shareholders is carried out, and the effective implementation of certain shareholder rights through the GMS.

#### Implementation within the scope of the Company

- The company has established a policy regarding insider trading which is listed in the Guidelines for Good Corporate Governance.
- The company implements information disclosure and submits information to the Board of Commissioners and Shareholders in a timely manner.
- The company submits material information and facts to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) by letter or electronic reporting.
- Implementation of summons for the GMS shall be carried out no later than 21 calendar days without taking into account the date of the summons and implementation of the GMS.
- The company publishes the GMS rules on the website at the time of the GMS summons and informs the shareholders who are present at the GMS.
- Appointment of Public Accounting Firm approved by shareholders at the GMS.
- Submission of the summary of the minutes of the GMS is carried out no later than 2 working days after the holding of the GMS to OJK and IDX as well as through the company's website.

## Prinsip 8: Hak-hak Pemangku Kepentingan

### Principle 8: Stakeholder Rights

#### Definisi

Korporasi mengakui hak-hak pemangku kepentingan yang ditetapkan dalam peraturan perundang-undangan yang berlaku atau suatu perjanjian yang disepakati oleh korporasi dan mendorong kerja sama aktif dengan pemangku kepentingan dalam menciptakan kekayaan, lapangan kerja, dan keberlanjutan usaha yang sehat secara finansial.

#### Penjelasan

Prinsip 8 menjelaskan peran Direksi dan Dewan Komisaris mengintegrasikan aspek keberlanjutan dalam model bisnis korporasi, melaksanakan pelibatan pemangku kepentingan, serta memastikan perlindungan terhadap hak-hak para pemangku kepentingan. Dewan Komisaris memantau pengintegrasian semua aspek yang dilakukan oleh Direksi.

#### Penerapan di lingkup Perusahaan

- Perusahaan rutin mengadakan kegiatan pertemuan dengan *stakeholders*.
- Perusahaan menyediakan media pelaporan pelanggaran sebagai sarana pengaduan pelanggaran bagi *stakeholders*.





- Perusahaan menyediakan layanan *customer care* bagi pelanggan.
- Perusahaan menjalankan tanggung jawab sosial dan lingkungan secara berkelanjutan.

#### Definition

The corporate recognizes the rights of stakeholders stipulated in applicable laws and regulations or an agreement agreed upon by the corporate and encourages active cooperation with stakeholders in creating wealth, employment and financially sound business continuity.

#### Explanation

Principle 8 describes the roles of the Board of Directors and Board of Commissioners in integrating sustainability aspects into the corporate business model, implementing stakeholder engagement, and ensuring the protection of stakeholder rights. The Board of Commissioners monitors the integration of all aspects by the Board of Directors.

#### Implementation within the scope of the Company

- The company routinely holds meetings with stakeholders.
- The company provides media for Whistleblowing as a means of Whistleblowing for stakeholders.
- The company provides customer care services for customers.
- The company carries out social and environmental responsibilities in a sustainable manner.

## GOVERNANCE SOFT-STRUCTURE

Perusahaan berkomitmen untuk mengambil langkah perbaikan dalam meningkatkan kualitas implementasi GCG. Untuk itu, Perusahaan berpedoman pada *governance softstructure* yang telah disusun untuk mengatur hubungan antar organ Perusahaan 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.

Perusahaan menetapkan beberapa kebijakan terkait penerapan GCG, antara lain:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/114.A/2020.
2. *Board Manual* yang disahkan bersama oleh Dewan Komisaris dan Direksi PT Semen Baturaja (Persero) Tbk pada 28 Desember 2021.
3. Pedoman Perilaku (*Code of Conduct*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/009/2019.
4. Pedoman Pengendalian Gratifikasi yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/144/2020.
5. Pedoman Benturan Kepentingan (*Conflict of Interest*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/0058/2022.
6. Pedoman Pengelolaan Informasi yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/011/2019.
7. Pedoman Manajemen Risiko yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/0061.A/2022.
8. SOP Pelaporan Pelanggaran/*Whistleblowing System* yang disahkan oleh Direksi pada tanggal 01 Desember 2021.
9. SOP Uji Kelayakan yang disahkan oleh Direksi pada tanggal 01 September 2022.

## GOVERNANCE SOFT-STRUCTURE

The Company is committed to taking corrective steps to improve the quality of GCG implementation. To achieve this, the company is guided by a governance soft structure that has been prepared to regulate the relationships between the company's organs in the implementation of their duties, responsibilities, and authorities. This structure is in accordance with the provisions of applicable laws and regulations, GCG principles, business ethics, and best practices..

The company establishes several policies related to the implementation of GCG, including:

1. Guidelines on Good Corporate Governance Guidelines 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 ratified jointly by the Board of Commissioners and Directors of PT Semen Baturaja (Persero) Tbk in December 28, 2021.
3. Code of Conduct ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/009/2019.
4. Gratuities Control Guidelines which were ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/144/2020.
5. Guidelines for Conflict of Interest which was ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/0058/2022.
6. Information Management Guidelines 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 ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/0061.A/2022.
8. SOP for Whistleblowing/*Whistleblowing System* which was approved by the Board of Directors on December 01, 2021.
9. SOP for due diligence which was approved by the Board of Directors on September 01, 2022.



Berikut merupakan uraian penerapan GCG di Perusahaan berdasarkan masing-masing prinsip GCG:

The following is a description of the implementation of GCG in the Company based on each of the GCG principles:

| No. | Prinsip<br>Principles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Bentuk Implementasi<br>Implementation Forms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | <p><b>Keterbukaan</b><br/>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 Perusahaan. Perusahaan akan menyediakan informasi yang cukup, akurat dan tepat waktu kepada seluruh Stakeholders, sehingga pihak-pihak yang mempunyai keterkaitan dengan Perusahaan, seperti Pemegang Saham, Otoritas Jasa Keuangan (OJK), PT Bursa Efek Indonesia (BEI), Karyawan, Pelanggan, Pemasok dan Stakeholders lainnya, mengetahui risiko yang mungkin terjadi dan keuntungan yang dapat diperoleh dalam melakukan transaksi dengan Perusahaan, sekaligus ikut serta dalam mekanisme pengawasan terhadap jalannya Perusahaan.</p> <p><b>Transparency</b><br/>This principle is adopted as a Corporate Culture that promotes transparency in carrying out the decision-making process. Transparency in carrying out decision-making and transparency in disclosing material and relevant information about the Company. The company will provide sufficient, accurate and timely information to all Stakeholders, so that parties related to the Company, such as Shareholders, Financial Services Authority (OJK), PT Bursa Efek Indonesia (IDX), Employees, Customers, Suppliers and Other stakeholders, know the risks that may occur and the benefits that can be obtained in conducting transactions with the Company, as well as participate in the oversight mechanism of the Company's operations</p> | <ul style="list-style-type: none"> <li>Perusahaan menyelenggarakan Rapat Umum Pemegang Saham (RUPS) guna memenuhi persyaratan Anggaran Dasar Perusahaan.</li> <li>Dewan Komisaris dan Direksi melaksanakan pertemuan baik Internal maupun rapat gabungan sebagai upaya pengawasan maupun pengelolaan Perusahaan.</li> <li>Mempublikasikan Laporan Keuangan yang disajikan melalui media cetak Nasional (Bisnis Indonesia), serta disajikan dalam IDX Net dan Website Perusahaan.</li> <li>Kebijakan-kebijakan Perusahaan telah dikomunikasikan kepada seluruh pemangku kepentingan melalui berbagai media komunikasi.</li> <li>Dewan Komisaris dan Direksi mengungkapkan perannya dalam laporan pelaksanaan Tata Kelola Perusahaan yang Baik secara transparan.</li> <li>Menginformasikan tentang Perusahaan di Website Perusahaan sesuai dengan ketentuan yang diatur dalam peraturan.</li> <li>Mempublikasikan informasi Perusahaan di Website dan Media Sosial Perusahaan.</li> <li>Perusahaan membuat Laporan Tahunan (<i>Annual Report</i>).</li> <li>The Company holds a General Meeting of Shareholders (GMS) to comply with the requirements of the Company's Articles of Association.</li> <li>The Board of Commissioners and Directors hold both internal and joint meetings as an effort to monitor and manage the Company.</li> <li>Publish Financial Reports presented through the National print media (Bisnis Indonesia), as well as presented on IDX Net and the Company's Website.</li> <li>Company policies have been communicated to all stakeholders through various communication media.</li> <li>The Board of Commissioners and the Board of Directors disclose their presence in the report on the implementation of Good Corporate Governance in a transparent manner.</li> <li>Informing about the Company on the Company's Website in accordance with the provisions stipulated in the regulations.</li> <li>Publish Company information on the Company's Website and Social Media.</li> <li>The Company makes an Annual Report (<i>Annual Report</i>).</li> </ul> |
| 2.  | <p><b>Akuntabilitas</b><br/>Yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ-organ Perusahaan sehingga pengelolaan dan pengawasan Perusahaan 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 Perusahaan.</p> <p><b>Accountability</b><br/>It is the clarity of functions, implementation and accountability of the Company's organs so that the management and supervision of the Company are carried out effectively. Accountability reflects the application of the Internal Control system mechanism which includes sound practices. The Board of Directors is responsible for daily operational activities and the Board of Commissioners represents Shareholders in supervising the running of the Company.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Perusahaan telah memiliki berbagai perangkat atau kebijakan seperti Struktur Organisasi, <i>Job Description</i> untuk tiap-tiap jabatan dan penilaian secara eksternal atau <i>Self-Assessment</i> tiap-tiap Direksi.</li> <li>Perusahaan memiliki Rencana Kerja dan Anggaran Perusahaan yang telah disahkan oleh Dewan Komisaris.</li> <li>Manajemen melaksanakan tugas dan tanggung jawabnya dengan baik dan memberikan pertanggungjawaban setiap bulan.</li> <li>Auditor Eksternal dalam hal ini Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar &amp; 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 2022, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.</li> <li>Laporan Tahunan Perusahaan merupakan bentuk pertanggungjawaban Perusahaan dan telah mendapat persetujuan oleh RUPS.</li> <li>Perusahaan memberikan penghargaan bagi karyawan berprestasi namun juga tegas memberikan sanksi kepada karyawan yang melakukan pelanggaran.</li> <li>SMBR melaksanakan <i>Assessment</i> terhadap Tata Kelola Perusahaan yang Baik (GCG) tahun 2022 dengan skor 94,902 capaian 94,90%.</li> <li>Perusahaan memperoleh Sertifikasi SNI ISO 37001:2016 - Sistem Manajemen Anti Penyuapan pada 11 Desember 2020.</li> <li>Konsultan Eksternal telah melaksanakan Pengukuran Maturitas Manajemen Risiko tahun 2022 dengan capaian skor 4,22 (<i>Transformed/Matang</i>).</li> <li>The Company has various tools or policies such as Organizational Structure, Job Description for each position and external assessment or Self-Assessment for each Board of Directors.</li> <li>The company has a work plan and company budget that has been approved by the Board of Commissioners.</li> </ul>              |



| No. | Prinsip<br>Principles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Bentuk Implementasi<br>Implementation Forms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Management carries out its duties and responsibilities properly and provides accountability every month.</li> <li>External Auditor in this case the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar &amp; Partners has carried out an examination of the Company's Financial Statements with the opinion of the Independent Auditor being fair, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiaries as of December 31, 2022, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.</li> <li>The Company's Annual Report is a form of corporate responsibility and has been approved by the GMS.</li> <li>The company provides awards for outstanding employees but also imposes strict sanctions on employees who commit violations.</li> <li>SMBR carried out an Assessment of Good Corporate Governance (GCG) in 2022 with a score of 94.902, an achievement of 94.90%.</li> <li>The company obtained SNI ISO 37001:2016 - Anti Bribery Management System Certification on December 11, 2020.</li> <li>The External Consultant has carried out the Risk Management Maturity Measurement in 2022 with an achievement score of 4.22 (Transformed/Mature).</li> </ul>                                                                                                                                                                                                                                                                                                                     |
| 3.  | <p><b>Tanggung Jawab</b></p> <p>Merupakan kesesuaian pelaksanaan pengelolaan Perusahaan dengan peraturan yang berlaku dan prinsip-prinsip Perusahaan yang sehat termasuk di dalamnya pemenuhan hak-hak <i>Stakeholders</i>, keselamatan dan kesehatan kerja serta penghindaran dari praktik bisnis yang tidak sehat.</p> <p><b>Responsibility</b></p> <p>It is the conformity of the implementation of the Company's management with the applicable regulations and the principles of a healthy Company including the fulfillment of Stakeholders' rights, occupational safety and health and avoidance of unhealthy business practices.</p>                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Memiliki perangkat GCG, Anggaran Dasar serta kebijakan <i>Corporate Social Responsibility</i> (CSR).</li> <li>Seluruh SDM Perusahaan senantiasa memastikan pelaksanaan tugas dan tanggung jawabnya berdasarkan kepada peraturan yang berlaku.</li> <li>Melakukan proses audit oleh Audit Eksternal dan hasilnya tidak adanya temuan material dari hasil Laporan Audit Eksternal tersebut.</li> <li>Penerapan Pedoman Perilaku Perusahaan.</li> <li>The Company possesses GCG tools, Articles of Association, and Corporate Social Responsibility (CSR) policies.</li> <li>All of the Company's human resources always ensure that the implementation of their duties and responsibilities is based on the applicable regulations.</li> <li>Conducted an audit process by the External Audit and the result was that there were no material findings from the results of the External Audit Statements.</li> <li>Implementation of the Company's Code of Conduct.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4.  | <p><b>Kemandirian</b></p> <p>Merupakan suatu keadaan dimana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan intervensi dari pihak manapun yang bertentangan dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip Perusahaan yang sehat. Direksi dalam menjalankan tugas-tugas kepengurusan Perusahaan dan Dewan Komisaris dalam melaksanakan peran pengawasan atas jalannya Perusahaan bebas dari intervensi pihak luar.</p> <p><b>Independence</b></p> <p>It is a situation where the Company is managed professionally without conflict of interest and intervention from any party that is contrary to the applicable laws and regulations and the principles of a healthy Company. The Board of Directors in carrying out the management duties of the Company and the Board of Commissioners in carrying out the supervisory role over the running of the Company are free from outside intervention.</p> | <ul style="list-style-type: none"> <li>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>).</li> <li>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.</li> <li>Perusahaan melakukan <i>Assessment</i> atas GCG maupun kepada Dewan Komisaris dan Direksi, yang hasilnya menunjukkan peningkatan dari tahun ke tahun.</li> <li>Para Pemegang Saham tidak mengintervensi Dewan Komisaris dan Direksi untuk mengelola Perusahaan secara Profesional dan Independen.</li> <li>Penyelenggaraan pertemuan secara berkala oleh Dewan Komisaris dan Direksi sebagai bentuk implementasi <i>Check and Balances</i>.</li> <li>Management and employees have signed a Statement of Compliance with the Code of Conduct and Integrity Pact. This supports policies regarding conflicts of interest.</li> <li>Every organ of the Company's GCG, namely the General Meeting of Shareholders, the Board of Commissioners and the Board of Directors have carried out their respective duties and responsibilities without any intervention and domination by other parties.</li> <li>The Company conducts GCG Assessments as well as the Board of Commissioners and Directors, the results of which show an increase from year to year.</li> <li>Shareholders do not interfere with the Board of Commissioners and Board of Directors to manage the Company professionally and independently.</li> </ul> |



| No. | Prinsip<br>Principles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Bentuk Implementasi<br>Implementation Forms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.  | <p><b>Kewajaran</b><br/>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.</p> <p><b>Fairness</b><br/>It is the principle of justice and equality in fulfilling the rights of <i>Stakeholders</i> that arise based on agreements and applicable laws and regulations. These <i>Stakeholders</i> are given protection, opportunity and reasonable treatment to sue if their rights are violated.</p> | <ul style="list-style-type: none"> <li>Perusahaan memiliki peraturan yang mengatur hak dan kewajiban yang berkaitan dengan seluruh pemangku kepentingan.</li> <li>Perusahaan memberikan perlakuan yang adil dan proporsional kepada seluruh karyawan, mitra kerja dan pemangku kepentingan lainnya.</li> <li>Perusahaan telah memberikan kesempatan kepada seluruh pemangku kepentingan melalui media elektronik (<i>Website</i>), dan saluran Pelaporan Pelanggaran (<i>Whistleblowing System</i>).</li> <li>The company has regulations governing the rights and obligations relating to all stakeholders.</li> <li>The company provides fair and proportional treatment to all employees, work partners and other stakeholders.</li> <li>The Company has provided opportunities for all stakeholders through electronic media (<i>Website</i>) and <i>Whistleblowing System</i> channels.</li> </ul> |

## PENILAIAN GCG 2022

### Mekanisme Pelaksanaan Penilaian

Untuk mengetahui sejauh mana penerapan GCG dilaksanakan, Perusahaan memetakan kondisi perusahaan dengan melakukan penilaian yang dilakukan secara berkala. Penilaian ini juga merupakan wujud dari kepatuhan Perusahaan terhadap peraturan regulator dalam Peraturan Menteri BUMN No.PER-01/MBU/2011 tanggal 01 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 No. PER-09/MBU/2012 tentang Perubahan Atas 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. Penerapan GCG tersebut terus dimonitor secara berkala melalui penilaian penerapan GCG yang dilakukan setiap tahunnya.

### Pihak yang Melaksanakan Assessment

Perusahaan telah menunjuk PT Citra Solusi Manajemen untuk melakukan *assessment* terhadap penerapan GCG di tahun 2022.

### Kriteria yang Digunakan

Penilaian GCG di Perusahaan dilakukan dengan menggunakan parameter dan indikator yang ditetapkan dalam keputusan Sekretaris Kementerian Badan Usaha Milik Negara 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 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 Perusahaan

Rincian hasil penilaian GCG di Perusahaan di tahun 2022, disampaikan dalam tabel di bawah ini.

## GCG ASSESSMENT IN 2022

### Assessment Mechanism

To find out the extent of GCG implementation, the Company maps the condition of the company by conducting regular assessments. This assessment is also a manifestation of the Company's compliance with the regulatory provisions in the SOE Ministerial Regulation No.PER-01/MBU/2011 dated August 01, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises and the Regulation of the Minister of State-Owned Enterprises. State-Owned Enterprises No. PER-09/MBU/2012 concerning Amendments to the Regulation of the State Minister for State-Owned Enterprises No. PER-01/MBU/2011, concerning the Implementation of Good Corporate Governance in State-Owned Enterprises. GCG implementation continues to be monitored periodically through an annual GCG implementation assessment.

### Parties Executing the Assessment

The company has appointed PT Citra Solusi Manajemen to conduct an assessment of GCG implementation in 2022.

### Criteria Used in Assessment

The 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. This decree covers 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

The GCG assessment results for the Company in the year 2022 are presented in the table below.





| No.                                                                                | Aspek Pengujian<br>Examination Aspect                                                                                                                      | Bobot<br>Weight | Capaian Tahun 2022<br>Achievement in 2022 |                                |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------|--------------------------------|
|                                                                                    |                                                                                                                                                            |                 | Skor<br>Score                             | Capaian (%)<br>Achievement (%) |
| 1.                                                                                 | Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable Implementation of Good Corporate Governance | 7,000           | 7,000                                     | 100,00                         |
| 2.                                                                                 | Pemegang Saham dan RUPS/Pemilik Modal<br>Shareholders and GMS/Owners of Capital                                                                            | 9,000           | 8,827                                     | 98,08                          |
| 3.                                                                                 | Dewan Komisaris/Dewan Pengawas<br>Board of Commissioners/Supervisory Board                                                                                 | 35,000          | 34,917                                    | 99,76                          |
| 4.                                                                                 | Direksi<br>Board of Directors                                                                                                                              | 35,000          | 34,884                                    | 99,67                          |
| 5.                                                                                 | Pengungkapan Informasi dan Transparansi<br>Disclosure of Information and Transparency                                                                      | 9,000           | 8,274                                     | 91,93                          |
| 6.                                                                                 | Aspek Lainnya<br>Other Aspects                                                                                                                             | 5,000           | 1,000                                     | 20,00                          |
| <b>Skor Keseluruhan<br/>Total Score</b>                                            |                                                                                                                                                            | <b>100,000</b>  | <b>94,902</b>                             | <b>94,90</b>                   |
| Klasifikasi Kualitas Penerapan GCG<br>Classification of GCG Implementation Quality |                                                                                                                                                            |                 | "Sangat Baik"<br>"Very Good"              |                                |

### Perbandingan Penilaian GCG Perusahaan

Berikut perbandingan hasil penilaian GCG Perusahaan di tahun 2021 dan tahun 2022, sebagai berikut:

### Company's Comparative GCG Assessment Results

The following are the comparative results of the Company's GCG assessment for the years 2021 and 2022:

| No.                                                                                | Aspek Pengujian<br>Examination Aspect                                                                                                                      | Bobot<br>Weight | Perbandingan<br>Comparative  |                              |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------|------------------------------|
|                                                                                    |                                                                                                                                                            |                 | 2022                         | 2021                         |
| 1.                                                                                 | Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable Implementation of Good Corporate Governance | 7,000           | 7,000                        | 7,000                        |
| 2.                                                                                 | Pemegang Saham dan RUPS/Pemilik Modal<br>Shareholders and GMS/Owners of Capital                                                                            | 9,000           | 8,827                        | 8,827                        |
| 3.                                                                                 | Dewan Komisaris/Dewan Pengawas<br>Board of Commissioners/Supervisory Board                                                                                 | 35,000          | 34,917                       | 34,666                       |
| 4.                                                                                 | Direksi<br>Board of Directors                                                                                                                              | 35,000          | 34,884                       | 34,806                       |
| 5.                                                                                 | Pengungkapan Informasi dan Transparansi<br>Disclosure of Information and Transparency                                                                      | 9,000           | 8,274                        | 7,548                        |
| 6.                                                                                 | Aspek Lainnya<br>Other Aspects                                                                                                                             | 5,000           | 1,000                        | 1,000                        |
| <b>Skor Keseluruhan<br/>Total Score</b>                                            |                                                                                                                                                            | <b>100,000</b>  | <b>94,902</b>                | <b>93,846</b>                |
| Klasifikasi Kualitas Penerapan GCG<br>Classification of GCG Implementation Quality |                                                                                                                                                            |                 | "Sangat Baik"<br>"Very Good" | "Sangat Baik"<br>"Very Good" |

### Perkembangan Skor Indeks GCG Semen Baturaja

Hasil skor yang dicapai Perusahaan menunjukkan peningkatan di setiap tahunnya. Berikut perkembangan skor indeks GCG Perusahaan dari tahun 2010 hingga 2022:

### Development of Semen Baturaja GCG Index Score

The Company's GCG Index Score has continued to improve over the years. Below are the details of the company's GCG Index Score development from the year 2010 to the present:



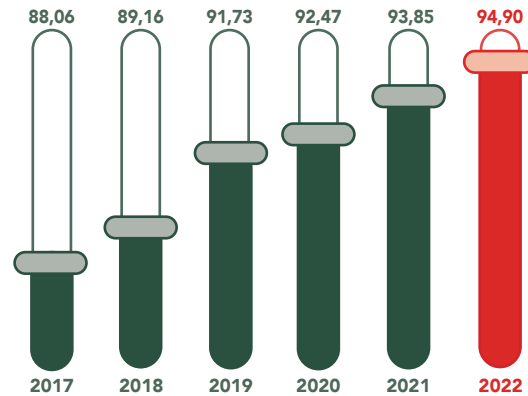


| Tahun<br>Year | Konsultan Penilaian GCG<br>GCG Assessment Consultant                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hasil Skoring<br>Score Result                                                         |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 2010          | Assessment, bekerja sama dengan Badan Pengawasan Keuangan dan Pembangunan (BPKP).<br>Assessment conducted in collaboration with the Financial and Development Supervisory Agency                                                                                                                                                                                                                                                                                                                                             | Skor 64,90 dengan predikat "Cukup Baik"<br>Score 64.90 categorized as "Fairly Good"   |
| 2012          | Assessment, BPKP dengan menggunakan parameter SK Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012 tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (GCG) pada BUMN.<br>Assessment by BPKP with set parameters based on the Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012 dated June 06, 2012 regarding Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in SOEs. | Skor 72,05 dengan predikat "Cukup Baik"<br>Score 72.05 categorized as "Fairly Good"   |
| 2013          | Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen.<br>GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant.                                                                                                                                                                                                                                                                                                                               | Skor 82,72 dengan predikat "Baik"<br>Score 82.72 categorized as "Good"                |
| 2014          | Assessment GCG Oleh Konsultan Independen PT Pratama Indomitra<br>GCG Assessment by an Independent Consultant PT Pratama Indomitra                                                                                                                                                                                                                                                                                                                                                                                            | Skor 85,40 dengan predikat "Sangat Baik"<br>Score 85.40 categorized as "Very Good"    |
| 2015          | Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen.<br>GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant.                                                                                                                                                                                                                                                                                                                               | Skor 86,92 dengan predikat "Sangat Baik"<br>Score 86.92 categorized as "Very Good"    |
| 2016          | Assessment GCG oleh pihak Konsultan Independen PT Sierra Bisnis Konsulting.<br>GCG Assessment by Independent Consultant PT Sierra Bisnis Konsulting.                                                                                                                                                                                                                                                                                                                                                                         | Skor 87,84 dengan predikat "Sangat Baik"<br>Score 87.84 categorized as "Very Good"    |
| 2017          | Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen<br>GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant                                                                                                                                                                                                                                                                                                                                 | Skor 88,06 dengan predikat "sangat Baik"<br>Score 88.06 categorized as "Very Good"    |
| 2018          | Assessment GCG oleh pihak Konsultan Independen PT Citra Solusi Manajemen.<br>GCG Assessment by an Independent Consultant PT Citra Solusi Manajemen.                                                                                                                                                                                                                                                                                                                                                                          | Skor 89,16 dengan predikat "Sangat Baik"<br>Score 89.16 categorized as "Very Good"    |
| 2019          | Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen<br>GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant                                                                                                                                                                                                                                                                                                                                 | Skor 91,73 dengan predikat "Sangat Baik"<br>Score 91.73 categorized as "Very Good"    |
| 2020          | Assessment GCG oleh pihak Konsultan Independen PT Citra Solusi Manajemen<br>GCG Assessment by an Independent Consultant PT Citra Solusi Manajemen                                                                                                                                                                                                                                                                                                                                                                            | Skor 92,47 dengan predikat "Sangat Baik"<br>Score 92.47 dengan predikat "Sangat Baik" |
| 2021          | Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen<br>GCG Self-Assessment by the Internal Audit division assisted by an Independent Consultant                                                                                                                                                                                                                                                                                                                                    | Skor 93,85 dengan predikat "Sangat Baik"<br>Score 93.85 categorized as "Very Good"    |
| 2022          | Assessment GCG oleh pihak Konsultan Independen PT Citra Solusi Manajemen<br>GCG Assessment by an Independent Consultant PT Citra Solusi Manajemen                                                                                                                                                                                                                                                                                                                                                                            | Skor 94,90 dengan predikat "Sangat Baik"<br>Score 94.90 categorized as "Very Good"    |



## Grafik Perkembangan Penilaian GCG Perusahaan

## Company GCG Assessment Development



### Rekomendasi dan Tindak Lanjut

Hasil penilaian GCG di Perusahaan menghasilkan rekomendasi untuk perbaikan pada implementasi GCG di Perusahaan. Berikut rekomendasi yang didapat atas hasil penilaian GCG di tahun 2022:

### Recommendations and Follow-Up

The GCG assessment in the Company generates recommendations for improving GCG implementation. Here are the recommendations obtained from the 2022 assessment:

| No. | Aspek Pengujian<br>Examination Aspect                                                                                                                      | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable Implementation of Good Corporate Governance | Tidak terdapat rekomendasi pada Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan.<br>There is no recommendation regarding the company's commitment to the sustainable implementation of good corporate governance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2.  | Pemegang Saham dan RUPS/Pemilik Modal<br>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 Pasal 17 Undang-Undang No. 19 Tahun 2013 tentang BUMN dan ketentuan Anggaran Dasar Perseroan.<br>Shareholders/GMS should state the reasons for dismissal as stipulated in the GMS resolutions regarding the removal of Members of the Board of Directors and Members of the Board of Commissioners, as required by Article 17 of Law No. 19 of 2013 on State-Owned Enterprises and the Company's Articles of Association.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 3.  | Dewan Komisaris/Dewan Pengawas<br>Board of Commissioners/Supervisory Board                                                                                 | <ol style="list-style-type: none"> <li>Komite Audit sebaiknya menyusun dan menyampaikan laporan triwulanan dan laporan tahunan komite kepada Dewan Komisaris sebagai bentuk pertanggungjawaban pelaksanaan tugas komite sebagaimana diatur di dalam Peraturan Menteri BUMN No. Per-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.</li> <li>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 tahunan sebagai bentuk pertanggungjawaban pelaksanaan tugas komite sebagaimana diatur di dalam Peraturan Menteri BUMN No. Per-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.</li> </ol> <ol style="list-style-type: none"> <li>The Audit Committee must prepare quarterly and annual reports and submit them to the Board of Commissioners to account for their implementation of duties as outlined in the Minister of SOEs Regulation No. Per-12/MBU/2012 dated August 24, 2012, which concerns Supporting Organs for the Board of Commissioners/Board Superintendent of State-Owned Enterprises.</li> <li>The Risk Management Committee must prepare and submit an annual report to the Board of Commissioners, which includes a comparison of the activities carried out with the committee's annual work program. This report serves as accountability for fulfilling the committee's duties as outlined in the Minister of SOEs Regulation No. Per-12/MBU/2012 dated August 24, 2012, which concerns Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.</li> </ol> |



| No. | Aspek Pengujian<br>Examination Aspect                                                 | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                            |
|-----|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.  | Direksi<br>Board of Directors                                                         | Divisi Internal Audit sebaiknya segera menyelesaikan dan melakukan finalisasi laporan penilaian atas program jaminan kualitas dan peningkatan fungsi pengawasan internal audit.<br>The Internal Audit Division must promptly finalize an assessment report on the quality assurance program and improvements to the internal audit oversight function.                                                    |
| 5.  | Pengungkapan Informasi dan Transparansi<br>Disclosure of Information and Transparency | Perseroan 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.<br>The company should strive to improve its Annual Report Award (ARA) results by considering the recommendations from the ARA Board of Jury's assessment results. |

Berikut uraian perbaikan terkait rekomendasi hasil *Assessment* GCG tahun 2021 yang dilakukan di tahun 2022:

1. Perusahaan memuat alasan pemberhentian secara umum Anggota Dewan Komisaris Bapak Endang Tirtana yang diungkapkan di dalam *Annual Report* Tahun Buku 2021.
2. Dewan Komisaris telah menyusun laporan perkembangan realisasi KPI secara triwulanan dan menyampaikan laporan kepada Menteri BUMN.
3. Komite Audit telah melakukan penyempurnaan terhadap penyusunan risalah rapat dengan memuat dinamika rapat di dalam risalah rapat.
4. Pelaksanaan rapat koordinasi antara Dewan Komisaris dan Direksi dalam monitoring dan evaluasi atas pencapaian kinerja Perusahaan sesuai dengan target RKAP dan KPI yang telah ditetapkan dalam upaya untuk meningkatkan nilai Pemegang Saham secara konsisten dan berkelanjutan.
5. Pelaksanaan Sertifikasi Profesi Internal Audit dan Sertifikasi Dasar-Dasar Audit oleh personil di Divisi Internal Audit dalam rangka pengembangan kapasitas maupun dalam rangka program sertifikasi profesi sesuai rencana kerja yang telah ditetapkan.
6. Perseroan telah menyusun *Annual Report* (AR) tahun buku 2021 sesuai dengan Peraturan dari OJK dan kriteria pada *Annual Report Award* (ARA), serta melengkapinya dengan rekomendasi penilaian dewan juri ARA pada penyelenggaraan terakhir di tahun 2018 serta telah berpartisipasi pada event yaitu *Annual & Sustainability Report of Indonesia* (ASRI) Rating 2022 dengan hasil penilaian A skor total: 84,31 dari 100
7. Perseroan telah menyusun *Sustainability Report* (SR) tahun buku 2021 sesuai dengan Peraturan dari OJK dan GRI Universal Standard, serta telah berpartisipasi pada *Asia Sustainability Report Rating* (ASR Rating) 2022, dengan hasil mendapatkan *Gold Rating*.

The following is a description of the improvements that will be implemented in 2022 based on the recommendations from the 2021 GCG Assessment results:

1. The reasons for the dismissal of Mr. Endang Tirtana, a Member of the Board of Commissioners, are included in the Annual Report for the 2021 Fiscal Year.
2. The Board of Commissioners has prepared and submitted a quarterly progress report on KPI realization to the Minister of SOEs.
3. The Audit Committee has improved the minutes of meetings by including meeting dynamics.
4. To enhance Shareholder value consistently and sustainably, the Board of Commissioners and the Board of Directors have implemented coordination meetings to monitor and evaluate the Company's performance against the RKAP and KPI targets.
5. The personnel in the Internal Audit Division are undergoing Internal Audit Professional Certification and Audit Fundamentals Certification to build their capacity and enhance their professional certification program, following a predetermined work plan.
6. The Company has prepared an Annual Report (AR) for the 2021 financial year in compliance with OJK regulations and ARA criteria, incorporating recommendations from the 2018 ARA jury assessment. Additionally, the Company has participated in the ASRI Rating 2022 event and achieved a total score of 84.31 out of 100.
7. The Company has prepared a Sustainability Report (SR) for the 2021 financial year, following OJK regulations and the GRI Universal Standard. Additionally, the Company participated in the 2022 Asia Sustainability Report Rating (ASR Rating) and received a Gold Rating.



## PENILAIAN GCG BERDASARKAN ACGS

Penilaian penerapan GCG juga dilakukan Perusahaan dengan menggunakan kriteria ASEAN Corporate Governance Scorecard (ACGS).

Penilaian GCG ini, 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, Perusahaan 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:

## GCG ASSESSMENT BASED ON ACGS

The company conducts a GCG implementation assessment using the ASEAN Corporate Governance Scorecard (ACGS) criteria

This GCG assessment involves reviewing publicly available information, such as annual reports, websites, announcements, and circulars made by issuers. ACGS comprises five aspects grouped into specific sections.

1. *Right of Shareholders*
2. *Equitable Treatment of Shareholders*
3. *Role of Stakeholders*
4. *Disclosure and Transparency*
5. *Responsibility of the Board*

According to the 2019 assessment, the Company obtained a total score of 74.82 for its Corporate Governance Practices based on the ASEAN Corporate Governance Scorecard (ACGS) criteria. The assessment covered five aspects, and the results for each aspect are as follows:

| Scorecard Level 1                          | Total Item | Item (s) not Applicable | Item Terpenuhi<br>Item Fulfilled | Tingkat Pemenuhan<br>Rate of Fulfillment (%) |
|--------------------------------------------|------------|-------------------------|----------------------------------|----------------------------------------------|
| <i>Right of Shareholders</i>               | 21         | 1                       | 15                               | 75                                           |
| <i>Equitable Treatment of Shareholders</i> | 15         | 1                       | 6                                | 42,9                                         |
| <i>Role of Stakeholders</i>                | 13         | -                       | 12                               | 92,3                                         |
| <i>Disclosure and Transparency</i>         | 32         | -                       | 21                               | 65,6                                         |
| <i>Responsibility of the Board</i>         | 65         | -                       | 44                               | 67,7                                         |

Untuk hasil penilaian pada tahun 2022, hingga Laporan Tahunan ini diterbitkan, skor hasil penilaian Praktik Tata Kelola Perusahaan berdasarkan kriteria ASEAN Corporate Governance Scorecard (ACGS) belum didapatkan oleh Perusahaan.

Maka dengan demikian, informasi terkait tidak tersedia pada laporan tahunan ini.

The Company has not yet obtained the assessment results for its Corporate Governance Practices based on the ASEAN Corporate Governance Scorecard (ACGS) criteria for the year 2022, as of the publication date of this Annual Report

As a result, information related to the 2022 assessment is not available in this Annual Report.

## IMPLEMENTASI DAN SOSIALISASI GCG TAHUN 2022

Agar penerapan prinsip dan praktik GCG dapat mencapai tujuan, Perusahaan senantiasa melakukan sosialisasi GCG kepada seluruh Insan Perusahaan yang mencakup pemahaman mendalam mengenai implementasi GCG beserta pemahaman *softstructure* GCG.

Adapun *softstructure* GCG Perusahaan terdiri dari:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*)
2. *Board Manual*

## 2022 GCG IMPLEMENTATION AND SOCIALIZATION

The Company conducts GCG outreach programs to all personnel to ensure that the application of GCG principles and practices achieves its intended goals. These programs aim to provide an in-depth understanding of GCG implementation as well as the Company's GCG *softstructure*. The Company's GCG *softstructure* comprises

The Company's GCG *softstructure* consists of:

1. Guidelines on 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 Diligence*)

Berikut kegiatan terkait penerapan GCG yang dilakukan di tahun 2022:

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](http://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 Insan Semen Baturaja dan Mitra Usaha.
  - d. Sosialisasi melalui Media Sosial Perusahaan.
3. Review *Softstructure* GCG terkait dengan perubahan Peraturan-Peraturan, rekomendasi *Assessment* GCG dan pemenuhan klausul Standar SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan serta *benchmark* dengan perusahaan lain.
4. Melaksanakan penandatanganan Surat Pernyataan Kepatuhan Pedoman Perilaku bagi pengurus, karyawan serta Mitra Usaha.
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 Direksi Perusahaan yang baru.
6. Perusahaan pada tanggal 16 April 2022 melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan Iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri melalui media sosial perusahaan serta pada tanggal 18 April 2022 dipublikasikan di 3 (tiga) media massa (Sumatra Ekspres, Lampung Post dan OKU Ekspres) serta Intranet, Aplikasi *Easy Access* dan *Website*. Pada tanggal 22 Desember 2022 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 Perusahaan.
7. Melakukan sosialisasi video Pesan Sosialisasi Anti (PSA) Gratifikasi melalui Media Sosial Perseroan, Aplikasi *Knowledge Management* dan tayangan televisi internal yang ada di unit kerja.

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 Whistleblowing/ Whistleblowing System
9. GCG Policy which contains the policy on Anti-Bribery Management System
10. SOP of Due Diligence

The following activities related to the implementation of GCG were carried out in 2022:

1. Socializing on the application of GCG principles & commitment to governance to Semen Baturaja employees and business partners of PT Semen Baturaja (Persero) Tbk.
2. Socializing the GCG Softstructure through:
  - a. The Company's website at [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) which can be accessed by internal and external parties.
  - b. The Company's internal portal (Intranet) <http://10.10.2.105/intranetptsb/> which can be accessed by all Semen Baturaja personnel.
  - c. Socialization via email blast to Semen Baturaja personnel and Business Partners.
  - d. Dissemination through Company Social Media.
3. A review of the GCG soft structure was conducted, which included an evaluation of changes to regulations, GCG assessment recommendations, and compliance with the SNI ISO 37001:2016 standard on Anti-Bribery Management System. The review also benchmarked the Company's performance against other companies' clauses and benchmarks.
4. The signing of the Statement of Compliance with the Code of Conduct was carried out for management, employees, and business partners.
5. The signing of Integrity Pact, Statement of Compliance with the Code of Conduct, Register of Share Ownership for the Board of Commissioners and Directors, and Statement of Fulfillment of Requirements for the appointment of a new member to the Board of Directors of the Company.
6. On April 16, 2022, the company implemented GCG principles by publishing advertisements on its social media platform, prohibiting the receiving or soliciting of gratuities in the context of Eid Al-Fitr. On April 18, 2022, the advertisement was published in three mass media outlets (Sumatra Ekspres, Lampung Post, and OKU Ekspres), as well as on the Intranet, Easy Access Application, and website. On December 22, 2022, the company re-issued the ban on receiving or requesting gratuities for Christmas and New Year's Day through its Intranet, website, and social media platforms, as part of its continued implementation of GCG principles.
7. The dissemination of Anti-Gratuities Socialization Message (PSA) videos was carried out through the company's social media platforms, knowledge management applications, and internal television broadcasts in work units.





8. Melakukan sosialisasi prinsip 4 No's, Penolakan Gratifikasi dan Media Pelaporan melalui domain *wallpaper* PC/Laptop setiap karyawan.
9. Mengikuti *E-Learning* Bimbingan Teknis Pengendalian Gratifikasi pada *website E-Learning* (ACLC) Komisi Pemberantasan Korupsi (KPK).
10. Mengikuti Gratifikasi Talk (GTalk).
11. Mengikuti pelaksanaan *webinar* mengenai *Good Corporate Governance* dan *Sofstruture* GCG oleh PT Pratama Indomitra.
12. Mengikuti pelaksanaan *webinar* "Digital Governance: Prasyarat Untuk Mendukung Transformasi Digital" oleh OJK Institute.
13. Mengikuti sosialisasi PUGKI 2021 oleh KNKG dan AEI.
14. Pelaksanaan *benchmark* "Implementasi RWP" dengan PT Pertamina (Persero).
15. Laporan penerimaan Gratifikasi Perusahaan ke Direksi selama tahun 2022.
16. Memantau Pelaporan Pelanggaran yang dilaporkan melalui media pelaporan *Whistleblowing System*.
17. Menyusun Laporan Pelaporan Pelanggaran ke Direksi periode 2022.
18. Pelaksanaan *Assessment* GCG tahun 2022.
19. Pelaksanaan Program Pengendalian Gratifikasi Tahun 2022.
20. Penyampaian Laporan *Monitoring & Evaluasi* Program Pengendalian Gratifikasi Triwulan melalui Aplikasi Gol-KPK.
21. Pelaksanaan Uji Kelayakan terhadap karyawan dan rekan bisnis.
22. Pelaksanaan *Continual Assessment Visit 2* (CAV 2) SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan.
23. Pemasangan alat peraga berupa Banner dan Poster terkait gratifikasi dan suap di lingkungan perusahaan.

8. The dissemination of the 4 No's principles, Gratuities Rejection, and Reporting Media was carried out by setting the PC/Laptop wallpaper domain for each employee.
9. Participate in Gratuities Control Technical Guidance E-Learning on the Corruption Eradication Commission (KPK) E-Learning (ACLC) website.
10. Following Gratuities Talk (GTalk).
11. Participated in the implementation of a webinar on Good Corporate Governance and GCG Software by PT Pratama Indomitra.
12. Participated in the webinar "Digital Governance: Prerequisites to Support Digital Transformation" by the OJK Institute.
13. Participated in PUGKI 2021 socialization by KNKG and AEI.
14. Implementation of the "RWP Implementation" benchmark with PT Pertamina (Persero).
15. Report on receipt of Company Gratuities to the Board of Directors for 2022.
16. Monitoring Reporting of Violations reported through the Whistleblowing System reporting media.
17. Prepare a Whistleblowing to the Board of Directors for the 2022 period.
18. Implementation of GCG Assessment in 2022.
19. Implementation of the 2022 Gratuities Control Program.
20. Submission of Monitoring & Evaluation Reports of the Quarterly Gratuities Control Program through the Gol-KPK Application.
21. Implementation of due diligence on employees and business partners.
22. Implementation of Continual Assessment Visit 2 (CAV 2) SNI ISO 37001 : 2016 Anti-Bribery Management System.
23. Installation of visual aids in the form of banners and posters related to gratuities and bribery within the company.

## PENGHARGAAN GCG OLEH PIHAK EKSTERNAL

Efektivitas penerapan GCG tercermin dalam penghargaan yang diperoleh dari pihak eksternal. Di tahun 2022, Perusahaan berhasil mewujudkan komitmen GCG dengan meraih penghargaan *Best State Owned Enterprise for Midcap Category* dan *TOP 50 Mid Capitalization Public Listed Company* The 13th IICD Corporate Governance, Conference and Award 2022.

Berikut penghargaan yang pernah diperoleh Perusahaan di tahun-tahun sebelumnya adalah sebagai berikut:

## GCG AWARDS BY EXTERNAL PARTIES

The effectiveness of the company's GCG implementation was reflected in the awards received from external parties in 2022. The company won the Best State-Owned Enterprise for Midcap Category and TOP 50 Mid Capitalization Public Listed Company awards at The 13th IICD Corporate Governance Conference and Award 2022, which signifies the company's successful realization of its GCG commitment.

The awards that the company received in previous years are as follows:

| Tahun<br>Year | Penghargaan<br>Awards                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022          | <i>Best State Owned Enterprise</i> dan <i>Top 50 Mid Capitalization of Public Listed Company</i> (Mid Cap PLCs) The 13th IICD Corporate Governance Award 2022<br><i>Best State Owned Enterprise</i> and <i>Top 50 Mid Capitalization of Public Listed Company</i> (Mid Cap PLCs) The 13th IICD Corporate Governance Award 2022                                                                                             |
| 2021          | 1. <i>TOP 50 Mid Capitalization Public Listed Company</i> The 12th IICD Corporate Governance, Conference and Award 2021<br>2. <i>4th The Best Indonesia Enterprises Risk Management Award IV</i> Tahun 2021<br>1. <i>TOP 50 Mid Capitalization Public Listed Company</i> The 12th IICD Corporate Governance, Conference and Award 2021<br>2. <i>4th The Best Indonesia Enterprises Risk Management Award IV</i> Tahun 2021 |



| Tahun<br>Year | Penghargaan<br>Awards                                                                                                                                                                                                                                                                                                                           |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2020          | -                                                                                                                                                                                                                                                                                                                                               |
| 2019          | <ol style="list-style-type: none"> <li>1. Best State Owned Enterprise for Midcap Category</li> <li>2. TOP 50 Mid Capitalization of Public Listed Company - The 11th IICD Corporate Governance, Conference and Award 2019</li> </ol>                                                                                                             |
| 2018          | <ol style="list-style-type: none"> <li>1. Best State Owned Enterprise for Midcap Category</li> <li>2. TOP 50 Mid Capitalization of Public Listed Company - The 11th IICD Corporate Governance, Conference and Award 2019</li> </ol>                                                                                                             |
| 2017          | <p>TOP 50 Emiten Kapitalisasi Pasar Terbesar (Big Cap PLCs) dengan praktik Tata Kelola Perusahaan Terbaik dari Indonesia Institute for Corporate Directorship (IICD)</p> <p>TOP 50 Largest Market Capitalization Issuers (Big Cap PLCs) with Best Corporate Governance practices from Indonesia Institute for Corporate Directorship (IICD)</p> |
| 2016          | <p>Peringkat ke-10 GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia dari Majalah Economic Review</p> <p>Ranked 10th Best GCG - Tbk Company (Persero) in Indonesia from Economic Review Magazine</p>                                                                                                                                          |
| 2016          | <p>Predikat : Sangat Baik (A) GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia Sektor Industri Dasar &amp; Kimia – Semen dari Majalah Economic Review</p> <p>Predicate: Very Good (A) Best GCG - Tbk Company (Persero) in Indonesia Basic Industry &amp; Chemical - Cement Sector from Economic Review Magazine</p>                          |

## ROADMAP PELAKSANAAN DAN PENGEMBANGAN GCG PERUSAHAAN

Perusahaan memiliki *roadmap* penerapan praktik GCG yang tertuang dalam *Roadmap* Penerapan GCG Tahun 2019-2023. *Roadmap* ini disusun dengan tujuan 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.

Di tahun 2023, *roadmap* GCG Perusahaan mengarahkan strategi untuk resertifikasi SNI ISO 37001 : 2016 (*Anti Bribery Management System*), program pengendalian gratifikasi dan revisi *softstructure* GCG sehubungan dengan telah terintegrasi dengan PT Semen Indonesia (Persero) Tbk. Adapun *Roadmap* GCG Perusahaan adalah sebagai berikut:

## ROADMAP OF COMPANY'S GCG IMPLEMENTATION AND DEVELOPMENT

The Company has a roadmap to implement GCG practices outlined in the 2019-2023 GCG Implementation Roadmap. The goal of this roadmap is to achieve optimal conditions for gradual and sustainable GCG implementation. This refers to an assessment method that uses indicators and parameters to evaluate BUMN GCG as stated in the Decree of the Minister of BUMN No. SK-16/S.MBU/2012.

In 2023, the company will follow its GCG roadmap, which outlines three key initiatives: the recertification of SNI ISO 37001:2016 (Anti Bribery Management System), the implementation of a gratuity control program, and the revision of its GCG framework to integrate with PT Semen Indonesia (Persero) Tbk. The following is an overview of the company's GCG roadmap:

| 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Pembentukan GCG Officer</li> <li>• Review Board Manual</li> <li>• Pengesahan Pedoman Perilaku</li> <li>• Pengesahan Pedoman Benturan Kepentingan</li> <li>• Pengesahan Pedoman Pengelolaan Informasi</li> <li>• Appointment of GCG Officer</li> <li>• Review Board Manual</li> <li>• Approval of Code of Conduct</li> <li>• Approval of Conflict of Interest Guidelines</li> <li>• Ratification of Information Management Guidelines</li> </ul> | <ul style="list-style-type: none"> <li>• Reviu Pedoman GCG</li> <li>• Reviu SOP Pelaporan Pelanggaran (WBS)</li> <li>• Pengesahan Board Manual</li> <li>• Pengesahan Pedoman GCG</li> <li>• Sosialisasi GCG</li> <li>• Pembuatan Aplikasi GCG</li> <li>• Penyusunan Database pengelolaan informasi</li> <li>• Sertifikasi ISO 37001: 2016 Sistem Manajemen Anti Penyuapan</li> <li>• Review GCG Guidelines</li> <li>• Review WBS SOP</li> <li>• Ratification of Board</li> <li>• Ratification of GCG Guidelines</li> <li>• Socialization of GCG</li> <li>• Development of GCG applications</li> <li>• Compilation of Information Management database</li> </ul> | <ul style="list-style-type: none"> <li>• Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan</li> <li>• Surveillance Audit SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan</li> <li>• Pelaksanaan Program Pengendalian Gratifikasi 2021</li> <li>• Menindaklanjuti Rekomendasi Hasil Assessment Tahun 2020</li> <li>• Tindak lanjut penilaian ACGS</li> <li>• SNI ISO 37001: 2016 Certification for Anti-Bribery Management System</li> <li>• Surveillance Audit SNI ISO 37001:2016 Anti-Bribery Management System</li> </ul> | <ul style="list-style-type: none"> <li>• Evaluasi Penerapan GCG Perusahaan</li> <li>• Benchmark</li> <li>• Pelatihan</li> <li>• Sosialisasi GCG</li> <li>• Surveillance Audit SNI ISO 37001: 2016 Sistem Manajemen Anti Penyuapan</li> <li>• Menindaklanjuti Rekomendasi Hasil Self-Assessment Tahun 2021</li> <li>• Evaluation of the Company's GCG Implementation</li> <li>• Benchmark</li> <li>• Training</li> <li>• Socialization of GCG</li> <li>• Surveillance Audit SNI ISO 37001:2016 Anti-Bribery Management System</li> </ul> | <ul style="list-style-type: none"> <li>• Review &amp; revisi Softstructure GCG</li> <li>• Resertifikasi SNI ISO 37001: 2016 Sistem Manajemen Anti Penyuapan</li> <li>• Pelaksanaan Assessment Tahun 2023</li> <li>• Menindaklanjuti Rekomendasi Hasil Assessment Tahun 2022</li> <li>• Pelatihan dan Sosialisasi terkait GCG</li> <li>• Pelaksanaan tindakan korektif atas temuan audit SMAP</li> <li>• Review &amp; Revise GCG Soft-Structure</li> <li>• Recertification of SNI ISO 37001: 2016 Anti-Bribery Management System</li> <li>• Implementation Assessment in 2023</li> </ul> |



| 2019 | 2020                                                                                                                   | 2021                                                                                                                                                                                                          | 2022                                                                                                            | 2023                                                                                                                                                                                                                        |
|------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      | <ul style="list-style-type: none"> <li>SNI ISO 37001: 2016 Certification for Anti-Bribery Management System</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of the 2021 Gratuity Control Program</li> <li>Follow-up on the 2020 Assessment Results Recommendations</li> <li>Follow-up on ACGS Assessment</li> </ul> | <ul style="list-style-type: none"> <li>Follow-up on recommendations for 2021 Self-Assessment results</li> </ul> | <ul style="list-style-type: none"> <li>Follow-up on Recommendations from 2022 Assessment</li> <li>Training and socialization related to GCG</li> <li>Implementation of corrective actions on SMAP audit findings</li> </ul> |

### Pencapaian Roadmap GCG Tahun 2022

Realisasi pencapaian Roadmap GCG di tahun 2022, berada dalam tahapan pengembangan penerapan tata kelola perusahaan yang baik secara berkelanjutan, yang diwujudkan dengan:

- Pelaksanaan Assessment Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) oleh PT Citra Solusi Manajemen.
- Pelaksanaan *Continual Assessment Visit 2 (CAV 2)* SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan oleh PT BSI Group Indonesia.
- Revisi Pedoman Benturan Kepentingan (*Conflict of Interest*).
- Revisi SOP Uji Kelayakan (*Due Diligence*).
- Awareness SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan oleh Badan Standardisasi Nasional (BSN).
- Bimbingan Teknik Peningkatan Pemahaman Gratifikasi oleh karyawan melalui *E-Learning* Komisi Pemberantasan Korupsi (KPK).
- Sosialisasi perangkat GCG kepada pihak internal dan eksternal melalui *email blast* dan media sosial Perusahaan.
- Pelaksanaan Program Pengendalian Gratifikasi.
- Pelaksanaan tindak lanjut atas rekomendasi hasil *self assessment* GCG tahun 2021.

### Rencana Tahun 2023

Implementasi GCG Perusahaan pada tahun 2023 akan berfokus pada:

- Revisi Pedoman GCG.
- Revisi Pedoman Perilaku (*Code of Conduct*).
- Revisi *Board Manual*.
- Revisi Pedoman Pengendalian Gratifikasi.
- Revisi Pedoman Benturan Kepentingan (*Conflict of Interest*).
- Revisi SOP Pelaporan Pelanggaran/*Whistleblowing System*.
- Revisi SOP Uji Kelayakan (*Due Diligence*).
- Sosialisasi GCG baik Internal maupun Eksternal.
- Tindak lanjut Rekomendasi Hasil *Assessment* Tahun 2022.
- Resertifikasi SNI ISO 37001: 2016 Sistem Manajemen Anti Penyuapan (SMAP).
- Pelaksanaan Rencana Kerja Program Pengendalian Gratifikasi.
- Bimbingan Teknis Peningkatan Pemahaman Gratifikasi untuk karyawan.

### PENANDATANGANAN PAKTA INTEGRITAS

Perusahaan berupaya mewujudkan pengelolaan perusahaan yang bersih transparan, dan profesional. Untuk itu, seluruh level organisasi diwajibkan menandatangani surat pernyataan

### Achievement of the 2022 GCG Roadmap

The realization of achieving the GCG Roadmap in 2022 is in the stage of developing the implementation of sustainable good corporate governance. This is being accomplished through the following steps:

- Implementation of Good Corporate Governance Assessment by PT Citra Solusi Manajemen.
- Implementation of Continual Assessment Visit 2 (CAV 2) SNI ISO 37001: 2016 Anti-Bribery Management System by PT BSI Group Indonesia.
- Revision of Conflict of Interest Guidelines.
- Revision of Due Diligence SOP.
- Awareness of SNI ISO 37001: 2016 Anti-Bribery Management System by the National Standardization Agency (BSN).
- Technical Guidance to Improve Understanding of Gratuities by employees through the Corruption Eradication Commission (KPK) E-Learning.
- Dissemination of GCG tools to internal and external parties through email blasts and the Company's social media.
- Implementation of the Gratuities Control Program.
- Implementation of follow-up on the recommendations of the 2021 GCG self assessment results.

### Plans for the Year 2023

Corporate GCG implementation in 2023 will focus on:

- Revision of GCG Guidelines.
- Revision of the Code of Conduct.
- Board Manual Revision.
- Revision of Gratuities Control Guidelines.
- Revision of Conflict of Interest Guidelines.
- Revision of Whistleblowing System SOP.
- Revision of Due Diligence SOP.
- Dissemination of GCG both internally and externally.
- Follow up on the 2022 Assessment Results Recommendations.
- Re-certification of SNI ISO 37001: 2016 Anti-Bribery Management System (ABMS).
- Implementation of Gratuities Control Program Work Plan.
- Technical Guidance for Increasing Understanding of Gratuities for employees.

### SIGNING OF INTEGRITY PACT

The company is committed to achieving clean, transparent, and professional management. To achieve this goal, all levels of the organization are required to sign a statement



kepatuhan terhadap Pedoman Perilaku untuk memastikan Insan Perusahaan memiliki komitmen dalam membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian dan komitmen di semua jajaran Perusahaan.

Di tahun 2022, terdapat 4 (empat) Dewan Komisaris, 5 (lima) Direksi, dan 897 karyawan dan karyawan yang telah menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku pada tahun 2022.

## PRAKTIK BAD CORPORATE GOVERNANCE

Perusahaan menyadari bahwa praktik-praktik *bad corporate governance* dapat mempengaruhi penerapan GCG di Perusahaan. Untuk menghindari risiko tersebut, Perusahaan memiliki komitmen untuk menerapkan prinsip GCG secara konsisten yang telah disesuaikan dengan peraturan yang berlaku. Implementasi GCG yang dilakukan di setiap aktivitas operasional bisnis Perusahaan dapat diawasi sehingga meminimalisir adanya tindakan terkait praktik *bad corporate governance*.

Berdasarkan kajian dokumen, tidak ditemukan penyimpangan yang dapat mengurangi kualitas penerapan Tata Kelola Perusahaan yang Baik di Perusahaan, seperti perkara tindak pidana korupsi yang dihadapi oleh Anggota Direksi dan Anggota Dewan Komisaris, Pencemaran Lingkungan, adanya permohonan pailit maupun pembekuan produk utama Perusahaan.

Dalam rangka mendukung hal tersebut, Perusahaan berkomitmen untuk tidak melakukan segala tindakan serta kebijakan yang berkaitan dengan praktik *bad corporate governance* sebagaimana yang ditunjukkan pada tabel sebagai berikut:

of compliance with the Code of Conduct. This ensures that company personnel are fully committed to fostering a strong business ethics and culture. Additionally, it helps build understanding, concern, and commitment to these values at all levels of the company.

In 2022, there were 4 Board of Commissioners, 5 Directors, and 897 employees who signed a statement of compliance with the Code of Conduct.

## BAD CORPORATE GOVERNANCE PRACTICES

The company acknowledges that bad corporate governance practices can undermine the successful implementation of GCG within the organization. To mitigate this risk, the company is committed to consistently implementing GCG principles that are tailored to the applicable regulations. The company ensures that GCG is integrated into all operational activities of its business, which can be closely monitored to minimize any actions related to bad corporate governance practices.

After conducting a document review, no deviations were found that could compromise the quality of the implementation of Good Corporate Governance in the company. These deviations might include corruption cases involving Members of the Board of Directors and Members of the Board of Commissioners, environmental pollution, requests for bankruptcy or freezing of the company's main products, and other similar incidents.

To support this commitment, the Company pledges not to engage in any actions or policies that would violate sound principles of corporate governance, as detailed in the table below.

| No. | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                              | Praktik<br>Practice |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1.  | Laporan atas aktivitas Perusahaan yang mencemari lingkungan<br>Report on Company activities that cause environmental pollution                                                                                                                                                                                                                                                                         | Nihil<br>Nil        |
| 2.  | Perkara penting yang sedang dihadapi oleh Perusahaan, entitas anak, anggota Direksi dan/atau anggota Dewan Komisaris yang sedang menjabat tidak diungkapkan dalam laporan tahunan<br>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<br>Nil        |
| 3.  | Ketidakpatuhan dalam pengungkapan pemenuhan kewajiban perpajakan<br>Non-compliance to disclosing the fulfillment of tax obligations                                                                                                                                                                                                                                                                    | Nihil<br>Nil        |
| 4.  | Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan SAK<br>Non-conformance to applicable regulations and SAK in presenting the annual report and financial statements                                                                                                                                                                                     | Nihil<br>Nil        |
| 5.  | Kasus terkait buruh dan karyawan<br>Cases related to labor forces and employees                                                                                                                                                                                                                                                                                                                        | Nihil<br>Nil        |
| 6.  | Tidak terdapat pengungkapan segmen operasi pada laporan keuangan<br>No disclosure on operational segments in the financial statements                                                                                                                                                                                                                                                                  | Nihil<br>Nil        |
| 7.  | Terdapat ketidaksesuaian antara Buku Laporan Tahunan dengan laporan tahunan <i>softcopy</i><br>Non-conformance between the printed Annual Report and the <i>softcopy</i> Annual Report                                                                                                                                                                                                                 | Nihil<br>Nil        |





# RAPAT UMUM PEMEGANG SAHAM

## GENERAL MEETING OF SHAREHOLDERS



Rapat Umum Pemegang Saham (RUPS) adalah organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan/atau Anggaran Dasar Perusahaan. RUPS merupakan forum di mana para pemegang saham menerima laporan dan mengambil kebijakan penting terkait pengelolaan Perusahaan.

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 Perusahaan dan laporan keuangan serta menetapkan remunerasi anggota Dewan Komisaris dan Direksi.

Dalam menjalankan fungsi strategisnya 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.

The General Meeting of Shareholders (GMS) is a corporate body with authority beyond that of the Board of Directors or Board of Commissioners, as specified by Law No. 40 of 2007 concerning Limited Liability Companies and/or the Company's Articles of Association. The GMS serves as a forum where shareholders receive reports and adopt significant policies related to the management of the Company.

The GMS has the authority to hold the Board of Commissioners and Directors accountable for the management of the company, and to appoint or dismiss them. It also evaluates their performance, approves changes to the Company's Articles of Association and financial reports, and determines the remuneration of members of the Board of Commissioners and Directors.

During the execution of their strategic functions, the GMS, the Board of Commissioners, and the Board of Directors mutually respect each other's duties, responsibilities, and authorities as stipulated by laws, regulations, and the articles of association. Additionally, the GMS and/or Shareholders are prohibited from interfering with the duties, functions, and authorities of the Board of Commissioners and Directors.





Namun, Pemegang Saham memiliki hak untuk memberikan masukan dalam proses pengambilan keputusan penting menyangkut pengembangan dan masa depan Perusahaan dalam RUPS. RUPS juga menjadi forum evaluasi kinerja Dewan Komisaris dan Direksi dengan mempertimbangkan berbagai aspek terkait kinerja operasional Perusahaan.

## JENIS RUPS

Terdapat dua jenis penyelenggaraan RUPS, yakni RUPS Tahunan (RUPST) yang diselenggarakan sebagai pertanggungjawaban Dewan Komisaris dan Direksi terkait pengelolaan Perusahaan serta RUPS Luar Biasa yang diselenggarakan setiap kali terdapat keharusan Perusahaan mengambil keputusan yang bersifat korporasi yang tidak menjadi wewenang Dewan Komisaris dan Direksi.

Penyelenggaraan RUPS Perusahaan dilakukan dengan mengacu pada ketentuan antara lain:

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
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 Perusahaan mengacu pada (POJK) No. 15/POJK.04/2020 dan POJK No. 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 Perusahaan dan 1 (satu) surat kabar harian berbahasa Indonesia dengan wilayah edar nasional.
2. Sebelum pemanggilan, paling lambat 14 (empat belas) hari sebelumnya, Perusahaan wajib menyampaikan pemberitahuan atau pengumuman rencana pemanggilan RUPS melalui situs web Bursa Efek Indonesia, situs web Perusahaan dan 1 (satu) surat kabar harian berbahasa Indonesia yang beredar secara nasional.
3. Terkait dengan status Perusahaan sebagai salah satu Perusahaan Terbuka serta dalam rangka keseragaman informasi mengenai rencana dan pelaksanaan RUPS, maka sesuai dengan ketentuan POJK No.15/POJK.04/2020 Perusahaan wajib menyampaikan terlebih dahulu mata acara rapat tersebut kepada OJK paling lambat 5 (lima) hari kerja sebelum pemberitahuan atau pengumuman.

Nevertheless, Shareholders are entitled to give input during the decision-making process on important matters related to the development and future of the Company at the GMS. The GMS also serves as a platform for evaluating the performance of the Board of Commissioners and Directors, taking into account various aspects of the Company's operational performance.

## TYPE OF GMS

The GMS comprises two types of meetings: the Annual GMS (AGMS) which is the responsibility of the Board of Commissioners and Directors to report on the management of the Company, and the Extraordinary GMS which is held whenever the Company is obliged to make decisions of a corporate nature that are beyond the authority of the Board of Commissioners and Directors.

The Company's GMS implementation is carried out by referencing various provisions, including but not limited to:

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
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 for implementing the Company's GMS refer to POJK No. 15/OJK.04/2020 and POJK No. 16/POJK.04/2020, both dated April 20, 2020. These regulations cover various aspects related to the implementation of GMS, including but not limited to:

1. Notice of the GMS must be given at least 21 (twenty-one) days prior to the date of the meeting, not including the day of the invitation and the day of the GMS. The notice must be published on the Indonesia Stock Exchange website, the Company's website, and one Indonesian-language daily newspaper with nationwide circulation.
2. At least 14 (fourteen) days prior to the notice of the GMS, the Company must inform the public of its intention to hold a GMS by publishing a notification on the Indonesia Stock Exchange website, the Company's website, and one Indonesian-language daily newspaper with nationwide circulation.
3. As a Public Company, and to ensure consistency in the information provided about the GMS, the Company must submit the meeting agenda to OJK no later than 5 (five) working days before publishing the notification or announcement, in accordance with the provisions of POJK No. 15/POJK.04/2020.



4. Perusahaan 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, Perusahaan 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:

1. Pemegang Saham Seri A Dwiwarna;
2. Seorang atau lebih Pemegang Saham yang bersama-sama mewakili 1/10 atau lebih dari jumlah seluruh saham yang telah dikeluarkan Perusahaan dengan hak suara yang sah, dengan memenuhi ketentuan Anggaran Dasar ini dan peraturan Perundang-undangan ;
3. Dewan Komisaris.

## PEMEGANG SAHAM

Pemegang Saham merupakan individu atau badan hukum yang secara sah memiliki saham Perusahaan. Sesuai Anggaran Dasar Perusahaan, saham Perusahaan terdiri dari 1 lembar Saham Seri A Dwiwarna dan Saham Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat. Adapun struktur kepemilikan Saham Seri B SMDR, yakni PT Semen Indonesia (Persero) Tbk sebesar 75,51% dan Masyarakat/Publik sebesar 24,49%.

Perusahaan 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 Perusahaan dan peraturan perundang-undangan yang berlaku.

## HAK PEMEGANG SAHAM

Perusahaan 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, Perusahaan akan melakukan pemanggilan dalam jangka waktu paling lambat 21 (dua puluh satu) hari terhitung sebelum tanggal pelaksanaan RUPS.

Pemanggilan RUPS dilakukan melalui surat kabar, IDX net (surat tercatat) dan website Perusahaan. Pemanggilan tersebut mencantumkan tanggal, waktu, tempat, ketentuan Pemegang Saham yang berhak hadir dalam RUPS dan mata acara rapat.

4. The Company may conduct the GMS electronically (e-GMS) through an e-GMS provider. Information about the e-GMS implementation plan must be included in the submission of the GMS agenda to the OJK and also published at the time of the GMS announcement and summons to the shareholders.
5. After the GMS has been conducted, the Company must submit the meeting results to the OJK and the Indonesia Stock Exchange no later than 2 (two) working days after the meeting. The Company must also announce the results to the public through one Indonesian-language newspaper, at least one of which has nationwide circulation.

Every share issued retains 1 (one) vote unless otherwise determined by the Articles of Association. GMS may be held on the following request of:

1. Series A Dwiwarna holder;
2. One or more Shareholders who jointly represent ; 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;
3. Board of Commissioners

## SHAREHOLDERS

Shareholders are individuals or legal entities that legally own shares in the Company. The Company's shares consist of one Series A Dwiwarna Share and Series B Shares, which can be owned by either the Republic of Indonesia or the public. PT Semen Indonesia (Persero) Tbk owns 75.51% of the Series B shares in SMDR, while the community/public owns the remaining 24.49%.

The Company has regulations in place that prohibit Shareholders from interfering with the functions, duties, and authorities of the Board of Commissioners and the Board of Directors. Decision-making by Shareholders is only viable through General Meetings of Shareholders (GMS) for the sake of fairness, transparency, and the Company's long-term interests. Through GMS, Shareholders retain the authority to exercise their rights in accordance with the Company's Articles of Association and applicable laws and regulations.

## SHAREHOLDERS' RIGHTS

The Company places great emphasis on and respects the rights of Shareholders, including their right to receive notification of General Meetings of Shareholders (GMS). In accordance with applicable provisions, the Company will issue a summons for the GMS at least 21 (twenty-one) days prior to the meeting.

The summons for General Meetings of Shareholders (GMS) is issued through newspapers, IDX Net (registered mail), and the Company's website. The summons contains information on the date, time, and location of the meeting, as well as provisions for shareholders who are entitled to attend and the agenda of the meeting.



Perusahaan 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;
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 Perusahaan;
7. Menyetujui remunerasi Direksi dan Dewan Komisaris;
8. Menyetujui pemindahtanganan aset;
9. Menyetujui mengenai penyertaan dan pengurangan persentase 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 Perusahaan 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:
  - a. Setiap Pemegang Saham berhak mengajukan gugatan terhadap Perusahaan ke Pengadilan Negeri apabila dirugikan karena tindakan Perusahaan yang dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris.
  - b. Setiap Pemegang Saham berhak meminta kepada Perusahaan agar sahamnya dibeli dengan harga wajar apabila yang bersangkutan tidak menyetujui tindakan Perusahaan yang merugikan Pemegang Saham atau Perusahaan, berupa:
    - i) Perubahan Anggaran Dasar;
    - ii) Pengalihan atau penjaminan kekayaan Perusahaan yang mempunyai nilai lebih dari 50% kekayaan bersih Perusahaan; atau penggabungan, peleburan, pengambilalihan atau pemisahan.

### 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:
  - a. Setiap Pemegang Saham berhak mengajukan gugatan terhadap Perusahaan ke Pengadilan Negeri apabila dirugikan karena tindakan Perusahaan yang

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;
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:
  - a. 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.
  - b. 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:
    - i) Amendments to the Articles of Association;
    - ii) 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.

### 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:
  - a. 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



dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris.

- b. Setiap Pemegang Saham berhak meminta kepada Perusahaan agar sahamnya dibeli dengan harga wajar apabila yang bersangkutan tidak menyetujui tindakan Perusahaan yang merugikan Pemegang Saham atau Perusahaan, berupa:
  - i) Perubahan Anggaran Dasar;
  - ii) Pengalihan atau penjaminan kekayaan Perusahaan yang mempunyai nilai lebih dari 50% kekayaan bersih Perusahaan; atau penggabungan, peleburan, pengambilalihan atau pemisahan.

## PELAKSANAAN RUPS TAHUN BUKU

Di tahun 2022, Perusahaan mengadakan RUPS sebanyak 1 (satu) kali, yakni RUPS Tahunan Tahun Buku 2021.

### Pengumuman RUPS Tahunan

Pengumuman penyelenggaraan RUPS Tahunan telah dipublikasikan melalui website Perusahaan pada 15 Februari 2022 dalam Bahasa Indonesia dan Bahasa Inggris. Pengumuman RUPS Tahunan memuat sebagai berikut:

1. PT Semen Baturaja Tbk ("Perusahaan") dengan ini mengumumkan kepada para pemegang saham bahwa Perusahaan akan menyelenggarakan Rapat Umum Pemegang Saham Tahunan untuk Tahun Buku 2021 ("Rapat") pada hari Jumat, tanggal 25 Maret 2022.
2. Sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka ("POJK") dan ketentuan Anggaran Dasar Perusahaan, maka dengan ini disampaikan bahwa:
  - a. Pemegang saham yang berhak hadir dalam Rapat adalah pemegang saham Perusahaan yang namanya tercatat dalam Daftar Pemegang Saham Perusahaan atau sesuai dengan catatan saldo rekening efek di PT Kustodian Sentral Efek Indonesia ("KSEI") pada penutupan saham Perusahaan di Bursa Efek Indonesia pada tanggal 01 Maret 2022 sampai dengan pukul 16:00 WIB.
  - b. Pemegang saham Perusahaan yang berhak mengusulkan Mata Acara Rapat adalah:
    - i) Pemegang saham Seri A Dwiwarna;
    - ii) 1 (satu) pemegang saham atau lebih yang mewakili 1/20 (satu per dua puluh) atau lebih dari jumlah seluruh saham dengan hak suara.
  - c. Yang disampaikan secara tertulis kepada Perusahaan paling lambat 7 (tujuh) hari sebelum tanggal Pemanggilan Rapat atau tanggal 23 Februari 2022 dengan disertai alasan dan bahan usulan mata acara Rapat, dengan memenuhi ketentuan peraturan perundang-undangan yang berlaku.

unfair and without reasonable reasons as a result of the resolution of the GMS, the Board of Directors and/or the Board of Commissioners.

- b. 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:
  - i) Amendments to the Articles of Association;
  - ii) 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.

## IMPLEMENTATION OF GMS IN FISCAL YEAR

Throughout the year 2022, the Company conducted 1 (one) GMS, namely the Annual GMS of Fiscal Year 2021.

### Announcement of the Annual GMS

Announcement of the holding of the Annual GMS was published on the Company's website on February 15, 2022 in Indonesian and English. Announcement of the Annual GMS contains the following:

1. PT Semen Baturaja Tbk (the "Company") hereby announces to its shareholders that the Company will hold an Annual General Meeting of Shareholders for the 2021 Fiscal Year (the "Meeting") on Friday, March 25, 2022.
2. In accordance with the Regulation of the Financial Services Authority (POJK) No. 15/POJK.04/2020 dated April 20, 2020 concerning the Plan and Implementation of a General Meeting of Shareholders of a Public Company ("POJK") and the provisions of the Company's Articles of Association, it is hereby conveyed that:
  - a. Shareholders who are entitled to attend the meeting are those whose names are recorded in the Company's Register of Shareholders or whose securities account balances are recorded by PT Kustodian Sentral Efek Indonesia (KSEI) as of the closing of the Company's shares on the Indonesia Stock Exchange on March 01, 2022 at 16:00 WIB.
  - b. The Company's shareholders who are entitled to propose Meeting Agenda are:
    - i) Series A Dwiwarna shareholder;
    - ii) 1 (one) shareholder or more representing 1/20 (one-twentieth) or more of the total number of shares with voting rights.
  - c. Any proposals for agenda items at the meeting must be submitted in writing to the Company no later than 7 (seven) days before the date of the invitation to the meeting or by February 23, 2022, accompanied by reasons and materials in compliance with applicable laws and regulations.





- d. Pemanggilan Rapat akan diumumkan melalui eASY. KSEI, situs web Bursa Efek Indonesia dan situs web Perusahaan pada tanggal 02 Maret 2022.
  - e. 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, Perusahaan 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 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 Pemanggilan Rapat sampai 1 (satu) hari kerja sebelum penyelenggaraan Rapat yaitu 24 Maret 2022.
3. Pengumuman Rapat ini dapat diakses pada situs web KSEI ([www.ksei.co.id](http://www.ksei.co.id)), Bursa Efek Indonesia ([www.idx.co.id](http://www.idx.co.id)), dan Perusahaan ([www.semenbaturaja.co.id](http://www.semenbaturaja.co.id)).
- d. Invitation to the Meeting will be announced via eASY. KSEI, the Indonesian Stock Exchange website and the Company website on March 02, 2022.
  - e. In compliance with the Guidelines for Prevention and Control of COVID-19 issued by the Ministry of Health of the Republic of Indonesia and the POJK, the Company urges eligible shareholders to authorize their attendance and voting electronically through the e-Proxy facility in the KSEI Electronic General Meeting System (eASY.KSEI) at the provided <https://akses.ksei.co.id/> link. This electronic authorization mechanism is available for eligible shareholders from the date of the invitation to the Meeting until one working day prior to the Meeting, which is March 24, 2022, as a measure to stop the transmission of COVID-19.
3. Announcement of this Meeting can be accessed on the KSEI website ([www.ksei.co.id](http://www.ksei.co.id)), the Indonesia Stock Exchange ([www.idx.co.id](http://www.idx.co.id)), and the Company ([www.semenbaturaja.co.id](http://www.semenbaturaja.co.id)).

### Pemanggilan RUPS Tahunan

Perusahaan menetapkan pemanggilan RUPS dilakukan melalui pengiriman surat panggilan kepada Pemegang Saham untuk RUPS Tahunan pada 02 Maret 2022 dan dipublikasikan di website Perusahaan dalam Bahasa Indonesia dan Bahasa Inggris sebagai undangan resmi sesuai dengan ketentuan Anggaran Dasar Perusahaan. Dalam surat panggilan RUPS juga memuat penjelasan dari masing-masing mata acara sesuai pemenuhan atas Peraturan Otoritas Jasa Keuangan (POJK) No. 15/POJK.04/2020. Di dalam surat panggilan tersebut terdapat keterangan bahwa formulir surat kuasa untuk menghadiri rapat dapat diperoleh dengan ketentuan sebagai berikut:

1. 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 24 Maret 2022
  2. Bagi para Pemegang Saham yang akan menghadiri Rapat di luar mekanisme eASY.KSEI, Pemegang Saham dapat mengunduh formulir surat kuasa di situs web Perusahaan [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) dan selanjutnya surat kuasa yang telah diisi dikirimkan melalui email ke: [dm@datindo.com](mailto: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 24 Maret 2022.
1. Shareholders who are eligible to attend the GMS may provide their attendance and voting power electronically through the e-Proxy facility in the KSEI Electronic General Meeting System (eASY.KSEI) at <https://akses.ksei.co.id/>. The eASY.KSEI platform is provided by KSEI as an electronic power of attorney mechanism for the meeting. Shareholders may convey their power of attorney and vote, change the appointment of the attorney general and/or change their vote choice, as well as revoke their power of attorney from the date of the summons for the meeting until 1 (one) working day before the meeting is held, which is March 24, 2022.
  2. Shareholders who will attend the meeting outside the eASY.KSEI mechanism may download a power of attorney form from the company's website at [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id). Once completed, the power of attorney should be sent via email to [dm@datindo.com](mailto:dm@datindo.com), and the original letter should be sent to Data Management PT Datindo Entrycom, located at Jl. Hayam Wuruk No. 28, Jakarta 10120, no later than March 24, 2022





Pemanggilan RUPS memuat:

1. Hari, tanggal, waktu dan tempat pelaksanaan RUPS Tahunan Perusahaan.
2. Mata acara dalam RUPS Tahunan Perusahaan.
3. Penjelasan–penjelasan yang harus disampaikan terkait dengan mata acara RUPS Tahunan Perusahaan seperti mata acara RUPS agenda rutin Perusahaan, mata acara RUPS yang terkait dengan perubahan peraturan yang perlu persetujuan RUPS dan usulan Pemegang saham Seri A Dwiwarna terhadap perubahan pengurusan Perusahaan.
4. Catatan/informasi terkait dengan RUPS Tahunan Perusahaan 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 Perusahaan 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 No.15/POJK.04/2020 dan Anggaran Dasar Perusahaan 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 Perusahaan di Palembang/kantor perwakilan di Jakarta pada jam kerja Perusahaan jika diminta secara tertulis oleh Pemegang Saham Perusahaan.

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 Company's Annual General Meeting agenda. This includes the routine agenda items for the meeting, the agenda items related to changes in regulations that require GMS approval, and proposals from the Dwiwarna Series A shareholder for changes in the Company's management.
4. Notes and information related to the Company's Annual GMS include the invitation to the meeting, provisions for shareholders entitled to attend, calls for physical distancing, and safety and health protocols that apply at the time of the GMS. Shareholders who are unable to attend can provide a power of attorney through the eASY.KSEI mechanism or be represented by proxies at the meeting by bringing a Power of Attorney, which can be downloaded from the Company's website and sent 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 management. The meeting agenda will be available from the date of the summons to the GMS until the meeting, except for the sixth agenda, in accordance with Article 18 paragraph (4) POJK No.15/ POJK.04/2020 and the Company's Articles of Association Article 23 paragraph 10.b, which will be available at the latest when the meeting is held. Shareholders can obtain physical copies of the meeting agenda materials by requesting them in writing from the Company's head office in Palembang or representative office in Jakarta during the Company's working hours.

### Penyelenggaraan RUPS Tahunan

Di tahun 2022, Perusahaan melaksanakan RUPS Tahunan tahun buku 2021 yang diselenggarakan pada hari Jumat, 25 Maret 2022 pukul 14.15 WIB – 15.55 WIB, bertempat di Wisma Antara, Auditorium Adhiyana, Lantai 2, Jalan Medan Merdeka Selatan No. 17, Jakarta 10110. Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang 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.

### Implementation of the Annual GMS

In 2022, the Company conducted its Annual GMS for the 2021 financial year on Friday, March 25, 2022, from 2:15 PM to 3:55 PM, at Wisma Antara, Adhiyana Auditorium, 2nd Floor, Jalan Medan Merdeka Selatan No. 17, Jakarta 10110. The implementation of the Annual General Meeting of Shareholders was carried out in accordance with Financial Services Authority Regulation No. 16/POJK.04/2020 on the Implementation of Electronic General Meeting of Shareholders of Public Companies.

The Annual GMS was chaired by the Commissioner who first read out the GMS rules of conduct before proceeding to the meeting's agenda. The chairman provided an opportunity for Shareholders and/or their proxies to submit questions, responses, and suggestions for each item on the agenda. The chairman or a Director appointed by the chairman answered or responded to questions and notes from the shareholders present. After all questions had been answered and responded to, a vote was taken, and only shareholders and/or their lawful proxies had the right to cast a vote.



## Tahapan Penyelenggaraan RUPS Tahun Buku 2021

## Implementation Stages of the Annual GMS Fiscal Year 2021

| Rangkaian Kegiatan<br>Series of Activities                                                                     | Ketentuan<br>Provision                                                                                                                                                                                                                                                                                                                           | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pengumuman RUPS 15 Februari 2022<br>Announcement of GMS on February 15, 2022                                   | Pengumuman RUPS disampaikan paling lambat 14 hari sebelum tanggal pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan<br>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 Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web Perusahaan.<br>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 02 Maret 2022<br>GMS Invitations on March 02, 2022                                            | Pemanggilan RUPS disampaikan paling lambat 21 hari sebelum tanggal pelaksanaan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan<br>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 Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web perusahaan.<br>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 25 Maret 2022<br>GMS Implementation on March 25, 2022                                         | Tempat: Wisma Antara, Auditorium Adhiyana, Lantai 2, Jalan Merdeka Selatan No 17, Jakarta 10110<br>Place: Wisma Antara Building, Adhiyana Auditorium, 2nd Floor, Jalan Merdeka Selatan No.17, Jakarta 10110                                                                                                                                      | Jumlah Saham dengan Hak Suara<br>7.517.891.100 lembar saham atau 75,68%<br>Number of Shares with Voting Rights<br>7,517,891,100 shares or 75.68%                                                                                                                                                                                                              |
| Penyampaian Ringkasan Risalah RUPS 29 Maret 2022<br>Submission of the Summary of GMS Minutes on March 29, 2022 | Ringkasan Risalah RUPS disampaikan paling lambat 2 hari setelah tanggal pelaksanaan RUPS<br>Summary of the Minutes of GMS shall be submitted at the latest by 2 days prior to the date of the GMS implementation.                                                                                                                                | Penyampaian Ringkasan Risalah RUPS telah disampaikan melalui Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web perusahaan.<br>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 19 April 2022<br>Submission of Minutes of the GMS on April 19, 2022      | Risalah/berita acara RUPS disampaikan paling lambat 30 hari setelah tanggal pelaksanaan RUPS<br>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.<br>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 Perusahaan adalah sebagai berikut:

1. Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perusahaan selama Tahun Buku 2021 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2021 dan Pengesahan Laporan Keuangan Tahun Buku 2021, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perusahaan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2021;
2. Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2021, sekaligus pemberian pelunasan dan

### 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 2021, including the Report on the Implementation of the Board of Commissioners Supervisory Duties during Fiscal Year 2021 and Ratification of the Financial Statements of Fiscal Year 2021, as well as granting 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 Fiscal Year 2021;
2. Ratification of the Annual Report including the Financial Statements of the Partnership and Community Development Program for Fiscal Year 2021, as well as



pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perusahaan atas pengurusan dan pengawasan Program Pendanaan Usaha Mikro Kecil yang telah dijalankan selama Tahun Buku 2021;

3. Penetapan penggunaan Laba Bersih Perusahaan, termasuk pembagian Dividen untuk Tahun Buku 2021;
4. Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2021 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2022;
5. Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perusahaan Tahunan Buku 2022 dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022 dengan ruang lingkup pekerjaan termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI dan Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Intern;
6. Ratifikasi Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia;
7. Perubahan Susunan Pengurus Perusahaan.

### 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 Perusahaan.

Rapat RUPS Tahunan Tahun Buku 2021 telah dihadiri oleh 1 saham Seri A Dwiwarna dan 7.517.891.099 saham Seri B atau seluruhnya sejumlah 7.517.891.100 saham atau lebih kurang 75,68% dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perusahaan. Dengan demikian, ketentuan kuorum RUPS sebagaimana diatur dalam pasal 25 Ayat (1) huruf a dan ayat (4) huruf a Anggaran Dasar Perusahaan telah terpenuhi dan penyelenggaraan RUPS adalah sah serta dapat mengeluarkan keputusan yang mengikat bagi para Pemegang Saham Perusahaan 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 Perusahaan 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

providing 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 of the Partnership and Community Development Program undertaken during Fiscal Year 2021;

3. Determine the use of the Company's Net Profit, including the distribution of Dividends for the Fiscal Year 2021;
4. Determine the Tantiem for the Board of Directors and Board of Commissioners of the Company for Fiscal Year 2021 and Remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2022;
5. Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements of Fiscal Year 2022 and Financial Statements for the Partnership and Community Development Program of Fiscal Year 2022 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 Indonesian Minister of SOE;
7. Changes in the Management of the Company.

### Quorum

The attendance quorum and the quorum for GMS resolutions on the agenda items that must be decided at the GMS are determined in accordance with the provisions of the Financial Services Authority Regulations and the Company's Articles of Association.

The Annual GMS meeting for the 2021 financial year was attended by 1 Series A Dwiwarna share and 7,517,891,099 Series B shares, or a total of 7,517,891,100 shares, which is approximately 75.68% of the total shares with valid voting rights issued by the Company. Therefore, the quorum requirements for the GMS, as stipulated in Article 25 Paragraph (1) letter a and Paragraph (4) letter a of the Company's Articles of Association, have been fulfilled. The GMS is considered valid and can issue binding decisions for the Shareholders of the Company on each Meeting Agenda.

### Vote Casting Process

The procedures for counting votes and voting 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 begins. 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. Resolutions in meetings are adopted through deliberation to reach a consensus. If a decision cannot be reached through deliberation, the resolution will be adopted by majority vote, in accordance with the quorum for decision-making stipulated in the company's Articles of Association.
2. Voting on each agenda item during the meeting shall be conducted openly. The procedure involves inviting



mempersilahkan 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.

those who are not in favor and/or abstaining to raise their hands and submit the filled-in ballot cards to the meeting officers. Shareholders who do not raise their hands will be deemed to have cast the same vote as the majority vote. The same provision for casting votes applies mutatis mutandis to shareholders who extend their power of attorney by e-Proxy.

### Keterlibatan Pihak Independen dalam Penghitungan Suara

Perusahaan telah menunjuk pihak independen yaitu Biro Administrasi Efek, PT Datindo Entrycom dalam melakukan penghitungan dan/atau memvalidasi suara dan Notaris Fathiah Helmi, S.H., untuk selanjutnya melakukan validasi dan mengumumkan hasil penghitungan suara.

### Participation of Independent Party in Vote Counting

The Company has appointed an independent party, namely the Securities Administration Bureau, PT Datindo Entrycom, to conduct the calculation and validation of votes. The validation process and announcement of the results of the vote counting will be carried out by Notary Fathiah Helmi, S.H.

### Kehadiran Dewan Komisaris, Direksi, Lembaga & Profesi Penunjang Pasar Modal

Pelaksanaan RUPS Tahunan yang membahas kinerja tahun buku 2021 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:

### Attendance of the Board of Commissioners, the Board of Directors, Supporting Institutions & Professionals of the Capital Market

The Annual General Meeting of Shareholders, which discussed the performance of fiscal year 2021, was attended by the members of the Board of Commissioners and Board of Directors who were serving until the time of the meeting. In addition, the meeting was attended by various capital market-supporting institutions and professionals, as listed in the table provided below.

#### Kehadiran Dewan Komisaris

#### Attendance of the Board of Commissioners

| Nama<br>Name             | Jabatan<br>Position                                 | Keanggotaan pada Komite<br>Committee Membership                                                                                                                               | Kehadiran dalam RUPS Tahun Buku 2021<br>Attendance in GMS Fiscal Year 2021 |
|--------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Franciscus M. A Sibarani | Komisaris Utama<br>President<br>Commissioner        | Anggota Komite Nominasi dan Remunerasi<br>Member of the Nomination and Remuneration Committee                                                                                 | √                                                                          |
| Oke Nurwan               | Komisaris<br>Commissioner                           | Ketua Komite Manajemen Risiko, Sekretaris Komite Nominasi dan Remunerasi<br>Chairman of the Risk Management Committee, Secretary of the Nomination and Remuneration Committee | √                                                                          |
| Darusman Mawardi         | Komisaris Independen<br>Independent<br>Commissioner | Ketua Komite Audit, Anggota Komite Nominasi dan Remunerasi<br>Chairman of the Audit Committee, Member of the Nomination and Remuneration Committee                            | √                                                                          |
| Chowadja Sanova          | Komisaris Independen<br>Independent<br>Commissioner | Ketua Komite Nominasi dan Remunerasi, Anggota Komite Manajemen Risiko<br>Chairman of the Nomination and Remuneration Committee, Member of the Risk Management Committee       | √                                                                          |





## Kehadiran Direksi

## Attendance of the Board of Directors

| Nama<br>Name          | Jabatan<br>Position                                                             | Kehadiran dalam RUPS Tahun Buku<br>2021<br>Attendance in GMS<br>Fiscal Year 2021 |
|-----------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Jobi Triananda Hasjim | Direktur Utama<br>President Director                                            | √                                                                                |
| Daconi Khotob         | Direktur Produksi dan Pengembangan<br>Director of Production & Development      | √                                                                                |
| Mukhamad Saifudin     | Direktur Pemasaran<br>Director of Marketing                                     | √                                                                                |
| Amrullah              | Direktur Umum & SDM<br>Director of General Affairs & HR                         | √                                                                                |
| M. Jamil              | Direktur Keuangan & Manajemen Risiko<br>Director of Finance and Risk Management | √                                                                                |

## Kehadiran Lembaga &amp; Profesi Penunjang Pasar Modal

## Attendance of Capital Market Supporting Institutions &amp; Professions

| Biro Administrasi Efek<br>Securities Administration Bureau | Notaris<br>Notary   | Kantor Akuntan Publik<br>Public Accounting Firm |
|------------------------------------------------------------|---------------------|-------------------------------------------------|
| PT Datindo Entrycom                                        | Fathiah Helmi, S.H. | Amir Abadi Jusuf, Aryanto, Mawar & Rekan        |

## Hasil Keputusan RUPS Tahunan

Ringkasan risalah RUPS Tahunan Tahun Buku 2021 dipublikasikan pada situs web Perusahaan, yaitu: [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) dalam dua bahasa dan disampaikan pada Otoritas Jasa Keuangan dan Lembaga Pasar Modal lainnya pada tanggal 29 Maret 2022 dalam Bahasa Indonesia dan Bahasa Inggris.

Hingga Laporan Tahunan ini diterbitkan, seluruh hasil keputusan RUPS Tahun Buku 2021 telah dilaksanakan. Penjelasan atas setiap mata acara RUPS diurai sebagai berikut.

## Resolutions of the Annual GMS

A summary of the minutes of the 2021 Annual General Meeting of Shareholders has been published on the Company's website, namely [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id), in both Indonesian and English. The summary was also submitted to the Financial Services Authority and other capital market institutions on March 29, 2022, in both language.

All resolutions passed during the 2021 Annual General Meeting of Shareholders have been implemented as of the publication of this Annual Report. A detailed explanation of each agenda item discussed during the meeting is provided below.

## Mata Acara Rapat

## Meeting Agenda

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                            |                                                       |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------|
| <b>Mata Acara Rapat Pertama</b><br>First Meeting Agenda                                                                       | <p>Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perusahaan selama Tahun Buku 2021 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2021 dan Pengesahan Laporan Keuangan Tahun Buku 2021, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2021.</p> <p>Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during Fiscal Year 2021 including the Report on the Implementation of the Board of Commissioners' Supervisory Duties for Fiscal Year 2021 and the Ratification of the Financial Statement of Fiscal Year 2021, as well as granting the release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for the management and supervision actions undertaken during Fiscal Year 2021.</p> |                                                            |                                                       |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | 1 (satu) orang<br>1 (one) person                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                            |                                                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree<br>7.517.840.800 suara/votes<br>(99,999%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tidak Setuju<br>Against<br>20.600 suara/votes<br>(0,0002%) | Abstain<br>Abstain<br>29.700 suara/votes<br>(0,0003%) |





|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |                                 |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------|
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <p>Menyetujui Laporan Tahunan Tahun Buku 2021 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2021 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (terafiliasi dengan RSM) sesuai laporannya No : 00026/2.1030/AU.1/04/1514-2/1/II/2022 tanggal 15 Februari 2022 dengan pendapat “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”, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2021 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan.</p> <p>Approved the Annual Report for the 2021 Fiscal Year including the Supervisory Report of the Board of Commissioners and ratified the Company's Financial Statements for the 2021 Fiscal Year which had been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (affiliated with RSM) according to its report No: 00026/2.1030/ AU.1/04/1514-2/1/II/2022 dated February 15, 2022 with the opinion “reasonable, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiaries on December 31, 2021, and the performance consolidated financial statements and cash flows for the year ended on that date in accordance with Indonesian Financial Accounting Standards, and provide full release and discharge (<i>volledig acquit et de charge</i>) 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 December 31, 2021 as long as the action is not a PI action funds and reflected in the Company's report books.</p> |                                 |                                 |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                 |                                 |
| <b>Mata Acara Rapat Kedua</b><br>Second Meeting Agenda                                                                        | <p>Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2021, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Pendanaan Usaha Mikro Kecil yang telah dijalankan selama Tahun Buku 2021.</p> <p>Ratification of the Annual Report including the Financial Statements for the Partnership and Community Development Program for Fiscal Year 2021, as well as granting full release and discharge (<i>volledig acquit et de charge</i>) 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 2021.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                 |                                 |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Shareholders Who Raised Questions/Provide Opinion           | Tidak Ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                 |                                 |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Tidak Setuju<br>Against         | Abstain<br>Abstain              |
|                                                                                                                               | 7.517.840.800 suara/votes<br>(99,999%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 20.600 suara/votes<br>(0,0002%) | 29.700 suara/votes<br>(0,0003%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <p>Menyetujui Laporan Tahunan termasuk Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2021 dan mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (terafiliasi dengan RSM) sesuai laporannya No : 00027/2.1030/AU.2/12/1514-2/1/II/2022 tanggal 15 Februari 2022, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Pendanaan Usaha Mikro dan Kecil (PUMK) Tahun Buku 2021, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam laporan tersebut.</p> <p>Approved the Annual Report including the Financial Report for the Micro-Small Business Funding Program for the Fiscal Year 2021 and ratified the Financial Report for the Micro-Small Business Funding Program which had been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (affiliated with RSM) according to its report No: 00027/ 2.1030/AU.2/12/1514-2/1/II/2022 dated February 15, 2022, as well as providing full release and discharge (<i>volledig acquit et de charge</i>) to the Directors and Board of Commissioners of the Company for the management and supervision of the Funding Program Micro and Small Enterprises (PUMK) Fiscal Year 2021, as long as the action is not a crime and is reflected in the report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                 |                                 |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                 |                                 |
| <b>Mata Acara Rapat Ketiga</b><br>Third Meeting Agenda                                                                        | Penetapan penggunaan Laba Bersih Perseroan, termasuk pembagian Dividen untuk Tahun Buku 2021.<br>Determining the use of the Company's Net Profits, including the distribution of dividends for Fiscal Year 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |                                 |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak Ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                 |                                 |





|                                                         | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Tidak Setuju<br>Against         | Abstain<br>Abstain              |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------|
| <b>Hasil Pemungutan Suara</b><br>Hasil Pemungutan Suara | 7.517.806.000 suara/votes<br>(99,998%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 66.400 suara/votes<br>(0,0008%) | 18.700 suara/votes<br>(0,0002%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions           | Menyetujui dan menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2021 sebesar Rp51.815.793.561 (Lima Puluh Satu Miliar Delapan Ratus Lima Belas Juta Tujuh Ratus Sembilan Puluh Tiga Ribu Lima Ratus Enam Puluh Satu Rupiah) seluruhnya menjadi Cadangan lainnya.<br>Approved to determined the use of Attribution of Net Profits for the Owners of the Parent Company the 2021 Fiscal Year of IDR51,815,793,561 (Fifty One Billion Eight Hundred Fifteen Million Seven Hundred Ninety Three Thousand Five Hundred Sixty One Rupiah) entirely as other reserves. |                                 |                                 |
| <b>Tindak Lanjut</b><br>Follow-Up                       | Penggunaan laba bersih sudah dicatat dalam pembukuan Perusahaan.<br>The use of the net profit has been recorded in the Company's books.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                 |                                 |

|                                                          |                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mata Acara Rapat Keempat</b><br>Fourth Meeting Agenda | Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2022.<br>Determining the tantiem for the Board of Directors and Board of Commissioners of the Company for Fiscal Year 2021 and remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2022 |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                               |                   |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak Ada<br>None |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|

|                                                | Setuju<br>Agree                        | Tidak Setuju<br>Against         | Abstain<br>Abstain              |
|------------------------------------------------|----------------------------------------|---------------------------------|---------------------------------|
| <b>Hasil Pemungutan Suara</b><br>Voting Result | 7.517.773.900 suara/votes<br>(99,998%) | 87.500 suara/votes<br>(0,0011%) | 29.700 suara/votes<br>(0,0003%) |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <b>Keputusan Rapat</b><br>Meeting Resolutions | <ol style="list-style-type: none"> <li>Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2021, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2022; dan</li> <li>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 2021, serta menetapkan gaji, tunjangan dan fasilitas bagi Direksi untuk tahun 2022.</li> </ol> <ol style="list-style-type: none"> <li>Approved to grant authority and power of attorney to Series A Dwiwarna Shareholders to determine the amount of tantiem for the 2021 Fiscal Year, as well as determine the honorarium, benefits and facilities for members of the Board of Commissioners for 2022; And</li> <li>Approved the granting of authority and power to the Board of Commissioners by first obtaining written approval from the Dwiwarna Series A Shareholders to determine the amount of tantiem for the 2021 Fiscal Year, as well as determine the salaries, benefits and facilities for the Directors for 2022.</li> </ol> |  |  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <b>Tindak Lanjut</b><br>Follow-Up | Persetujuan Pemegang Saham Seri A Dwiwarna diberikan berdasarkan surat Nomor SR-45/Wk2.MBU.D/08/2022 tanggal 31 Agustus 2022 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2022 yang ditujukan kepada Direksi dan Dewan Komisaris.<br>Approval of Dwiwarna Series A Shareholders was given based on letter Number SR-45/Wk2.MBU.D/08/2022 dated August 31, 2022 concerning Determination of the 2022 Income of the Board of Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk addressed to the Board of Directors and Board of Commissioners. |  |  |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mata Acara Rapat Kelima</b><br>Fifth Meeting Agenda | Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2022 dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022 dengan ruang lingkup pekerjaan termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI dan Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Intern.<br>Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements for Fiscal Year 2022 and Financial Statements for the Micro Small Business Funding Program for Fiscal Year 2022 with the scope of work including Company Performance Evaluation Reports, KPI Evaluation Reports and Reports on Compliance with Legislation and Internal Control. |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                               |                   |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak Ada<br>None |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|

|                                                | Setuju<br>Agree                        | Tidak Setuju<br>Against          | Abstain<br>Abstain              |
|------------------------------------------------|----------------------------------------|----------------------------------|---------------------------------|
| <b>Hasil Pemungutan Suara</b><br>Voting Result | 7.517.713.800 suara/votes<br>(99,997%) | 147.600 suara/votes<br>(0,0019%) | 29.700 suara/votes<br>(0,0003%) |



|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Keputusan Rapat</b><br>Meeting Resolutions | <ol style="list-style-type: none"> <li>Menyetujui menunjuk Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (terafiliasi dengan RSM) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2022 dan periode lainnya dalam tahun buku 2022, dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022, dengan ruang lingkup pekerjaan termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI, dan Laporan Audit Kepatuhan terhadap Perundang-undangan dan Pengendalian Intern;</li> <li>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 tersebut;</li> <li>Menyetujui 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 &amp; Rekan (terafiliasi dengan RSM) karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2022 dan periode lainnya dalam tahun buku 2022, dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022.</li> </ol> |
| <b>Tindak Lanjut</b><br>Follow-Up             | <p>Surat Dewan Komisaris kepada Direksi PT Semen Baturaja (Persero) Tbk No. No.S-25/DK-SB/X/2022 Tanggal 12 Oktober 2022 perihal Penetapan Harga Jasa Audit Laporan Keuangan PT Semen Baturaja (Persero) Tbk Tahun Buku 2022 dan Purchase Order No. 4000005826 tanggal 01 November 2022 tentang Jasa KAP untuk Audit LK Konsolidasian Tahun Buku 2022.</p> <p>Letter of the Board of Commissioners to the Board of Directors of PT Semen Baturaja (Persero) Tbk No. No.S-25/DK-SB/X/2022 Dated October 12, 2022 regarding Determination of Prices for Audit Services of PT Semen Baturaja (Persero) Tbk Financial Statements for Fiscal Year 2022 and Purchase Order No. 4000005826 dated November 01, 2022 concerning KAP Services for Consolidated LK Audits for the 2022 Fiscal Year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                 |                                 |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------|
| <b>Mata Acara Rapat Keenam</b><br>Sixth Meeting Agenda                                                                        | Ratifikasi Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia.<br>Enforcement of Regulations of the Minister of SOE                                                                                                                                                                                                                                                                                                                                                             |                                 |                                 |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak Ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                 |                                 |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tidak Setuju<br>Against         | Abstain<br>Abstain              |
|                                                                                                                               | 7.517.850.700 suara/votes<br>(99,999%)                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 20.600 suara/votes<br>(0,0002%) | 19.800 suara/votes<br>(0,0002%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | Menyetujui meratifikasi/mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-11/MBU/07/2021, No. PER-13/MBU/09/2021, dan No. PER-14/MBU/10/2021 beserta perubahannya di kemudian hari.<br>Approve to ratify/confirm the enactment of the Regulations of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-11/MBU/07/2021, No. PER-13/MBU/09/2021, and No. PER-14/MBU/10/2021, along with their subsequent amendments. |                                 |                                 |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                          |                                 |                                 |
| <b>Mata Acara Rapat Ketujuh</b><br>Seventh Meeting Agenda                                                                     | Perubahan Susunan Pengurus Perseroan.<br>Changes in the Composition of the Company's Management                                                                                                                                                                                                                                                                                                                                                                                            |                                 |                                 |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak Ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                 |                                 |



**Hasil Pemungutan Suara**

Voting Result

| Setuju<br>Agree                        | Tidak Setuju<br>Against             | Abstain<br>Abstain              |
|----------------------------------------|-------------------------------------|---------------------------------|
| 7.500.193.900 suara/votes<br>(99,764%) | 17.678.500 suara/votes<br>(0,2351%) | 18.700 suara/votes<br>(0,0002%) |

**Keputusan Rapat**

Meeting Resolutions

Menyetujui Perubahan Pengurus Perseroan, yaitu:

- Mengukuhkan pemberhentian dengan hormat Sdr Endang Tirtana sebagai Komisaris Independen Perseroan yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 terhitung sejak tanggal 29 Desember 2021, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Komisaris Independen Perseroan.
- Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:
  - Sdr. Jobi Triandana Hasjim sebagai Direktur Utama;
  - Sdr. Daconi sebagai Direktur Produksi dan Pengembangan;
  - Sdr. M. Jamil sebagai Direktur Keuangan dan Manajemen Risiko;
  - Sdr. Amrullah sebagai Direktur Umum dan SDM; dan
  - Sdr. Oke Nurwan sebagai Komisaris, yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa Tahun 2018, RUPS Tahunan Tahun Buku 2016 jo. RUPS Tahunan Tahun Buku 2020 dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan.
- Mengangkat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:
  - Sdr. Daconi sebagai Direktur utama;
  - Sdr. Suherman Yahya sebagai Direktur Produksi dan Pengembangan;
  - Sdr. Tubagus Muhammad Dharury sebagai Direktur Keuangan dan Manajemen Risiko;
  - Sdr. Gatot Mardiana sebagai Direktur Umum dan SDM; dan
  - Sdr. Oke Nurwan sebagai Komisaris, masing-masing terhitung sejak ditutupnya RUPS Tahunan dengan masa jabatan sesuai dengan ketentuan Anggaran Dasar Perseroan serta memperhatikan peraturan perundang-undangan di bidang Pasar Modal, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
- Dengan adanya pengukuhan pemberhentian, pemberhentian, dan pengangkatan Pengurus Perseroan sebagaimana dimaksud pada angka 1, 2, 3, maka susunan keanggotaan Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut:
  - Direksi
    - Direktur Utama : Daconi
    - Direktur Pemasaran : Mukhamad Saifudin
    - Direktur Produksi dan Pengembangan : Suherman Yahya
    - Direktur Keuangan dan Manajemen Risiko : Tubagus Muhammad Dharury
    - Direktur Umum dan SDM : Gatot Mardiana
  - Dewan Komisaris
    - Komisaris Utama : Franciscus M.A. Sibarani
    - Komisaris Independen : Darusman Mawardi
    - Komisaris : Oke Nurwan
    - Komisaris Independen : Chowadja Sanova
- Anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 3 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau anggota Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.
- 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 yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat.

Approve the changes in the management of the Company, namely:

- Confirming the honorable dismissal of Mr. Endang Tirtana as the Company's Independent Commissioner who was appointed based on the 2019 Annual GMS resolutions as of December 29, 2021, with gratitude for the contribution of energy and thoughts given while serving as the Company's Independent Commissioner.
- Honorably dismiss the names below as the Management of the Company:
  - Mr. Jobi Triandana Hasjim as President Director;
  - Mr. Daconi as Director of Production and Development;
  - Mr. M. Jamil as Director of Finance and Risk Management;
  - Mr. Amrullah as Director of General Affairs and HR; and
  - Mr. Oke Nurwan as Commissioner, each appointed based on the decision of the 2018 Extraordinary GMS, the 2016 Annual GMS, jo. Annual GMS for the 2020 Fiscal Year with thanks for the contribution of energy and thoughts given while serving as the Company's Management.
- To appoint the following names as Management of the Company:
  - Mr. Daconi as the President Director;
  - Mr. Suherman Yahya as Director of Production and Development;
  - Mr. Tubagus Muhammad Dharury as Director of Finance and Risk Management;
  - Mr. Gatot Mardiana as Director General Affairs and HR; and
  - Mr. Oke Nurwan as Commissioner respectively as of the closing of the Annual GMS with a term of office in accordance with the provisions of the Company's Articles of Association and considering the laws and regulations in the Capital Market sector, and without prejudice to the right of the GMS to dismiss it at any time.



|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | <ol style="list-style-type: none"> <li>4. With the confirmation of dismissal, dismissal, and appointment of the Company's Management as referred to in numbers 1, 2, 3, the membership composition of the Board of Directors and Board of Commissioners of the Company is as follows: <ol style="list-style-type: none"> <li>a. Board of Directors <ol style="list-style-type: none"> <li>i) President Director : Daconi</li> <li>ii) Director of Marketing: Mukhamad Saifudin</li> <li>iii) Director of Production and Development : Suherman Yahya</li> <li>iv) Director of Finance and Risk Management : Tubagus Muhammad Dharury</li> <li>v) Director of General Affairs and HR: Gatot Mardiana</li> </ol> </li> <li>b. Board of Commissioners <ol style="list-style-type: none"> <li>i) President Commissioner : Franciscus M.A. Sibarani</li> <li>ii) Independent Commissioner : Darusman Mawardi</li> <li>iii) Commissioner : Oke Nurwan</li> <li>iv) Independent Commissioner : Chowadja Sanova</li> </ol> </li> </ol> </li> <li>5. Members of the Board of Directors and Board of Commissioners who are appointed as referred to in number 3 who are still serving in other positions prohibited by laws and regulations from concurrently serving as members of the Board of Directors or members of the Board of Commissioners of a State-Owned Enterprise, must resign or dismissed from his position.</li> <li>6. Granted power of attorney with the right of substitution to the Board of Directors of the Company to declare the resolutions of the Meeting in the form of a Notary Deed and appear before a Notary or an authorized official, and make necessary adjustments or improvements if required by the competent authority for the purpose of implementing the contents of the Meeting resolutions</li> </ol> |
| <b>Tindak Lanjut</b><br>Follow-Up | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### Keputusan RUPS Tahun Buku 2021 dan Alasan dalam Hal Terdapat Keputusan RUPS yang Belum Direalisasikan

Hasil Keputusan RUPS Tahunan Tahun Buku 2021 telah seluruhnya dilaksanakan pada tahun 2022. Tidak terdapat keputusan RUPS Tahun Buku 2020 yang dilaksanakan pada tahun 2022. Tindak lanjut atas Keputusan RUPS Tahun Buku 2020 tersebut telah tercantum dalam Laporan Tahunan Tahun Buku 2021.

### Resolutions of the GMS of Fiscal Year 2021 and the Reasons for Unrealized GMS Resolutions

All resolutions passed during the 2021 Annual General Meeting of Shareholders were fully implemented in 2022. There were no resolutions carried out in 2022 for the 2020 Annual General Meeting of Shareholders. The follow-up to the resolutions passed during the 2020 Annual General Meeting of Shareholders has been stated in the Annual Report for the 2021 Fiscal Year.

### KEPUTUSAN RUPS TAHUN SEBELUMNYA (2021)

Di tahun 2021, Perseroan hanya menyelenggarakan satu kali RUPS yakni RUPS Tahunan Tahun Buku 2020 yang diselenggarakan pada hari Kamis, 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 No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan Peraturan Otoritas Jasa keuangan No. 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.

### Keputusan dan Realisasi

Hasil Keputusan RUPS Tahunan 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.

### RESOLUTIONS OF THE GMS OF PREVIOUS YEAR (2021)

In 2021, the Company held only one General Meeting of Shareholders, which was the Annual Meeting for the 2020 fiscal year. The meeting was held on Thursday, May 27, 2021, at 14:00 WIB, at Wisma Antara in Jakarta. The process for holding the meeting was based on Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Planning and Implementation of General Meetings of Shareholders of Public Companies, and Financial Services Authority Regulation No. 16/POJK.04/2020 concerning the Implementation of Electronic General Meetings of Shareholders of Public Companies. The Annual Meeting was chaired by the Commissioner, who first read out the rules of conduct for the meeting before proceeding to the agenda.

### Resolutions and Realization

All resolutions passed during the 2020 Annual General Meeting of Shareholders were fully implemented in 2021. There were no resolutions carried out in 2021 for the 2019 Annual General Meeting of Shareholders. The follow-up to the resolutions passed during the 2019 Annual General Meeting of Shareholders has been included in the Annual Report for the 2020 Fiscal Year.





Ringkasan risalah RUPS Tahunan telah dipublikasikan pada situs web Perseroan, yaitu: [www.semenbaturaja.co.id](http://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.

The summary of the minutes from the Annual GMS was published on the Company's website, namely [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id), in two languages, and submitted to the Financial Services Authority and other Capital Market Institutions on May 31, 2021. Additionally, it was also published in the Media Indonesia newspaper on the same date.

Seluruh hasil keputusan RUPS telah dilaksanakan. Penjelasan atas setiap mata acara RUPS Tahun Buku 2020 tercantum dalam tabel di bawah ini:

All resolutions of the GMS have been implemented. The table below provides an explanation of each agenda item for the 2020 Fiscal Year GMS.

|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                     |                       |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------|
| Mata Acara Rapat Pertama<br>First Meeting 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 ( <i>volledig acquit et de charge</i> ) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020.<br>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 ( <i>volledig acquit et de charge</i> ) 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<br>Number of Shareholders Who Raised Questions/Provide Opinion | 1 (satu) orang<br>1 (one) person                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                       |
| Hasil Pemungutan Suara<br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Tidak Setuju<br>Against             | Abstain<br>Abstain    |
|                                                                                                                        | 8.428.946.700 suara/votes<br>(99,9970519%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 248.500 suara/votes<br>(0,0029481%) | 0 suara/votes<br>(0%) |
| Keputusan Rapat<br>Meeting Resolutions                                                                                 | <div>1. Menyetujui Laporan Tahunan Tahun Buku 2020 termasuk Laporan Tugas Pengawasan Dewan Komisaris.</div> <div>2. Mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2020 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar &amp; 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 (<i>volledig acquit et de charge</i>) 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.</div> <div>1. Approval of the Annual Report Fiscal Year 2020 including the Board of Commissioners' Supervisory Report for Fiscal Year 2020.</div> <div>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 &amp; 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 (<i>volledig acquit et de charge</i>) 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.</div> |                                     |                       |
| Tindak Lanjut<br>Follow-Up                                                                                             | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                     |                       |
| Mata Acara Rapat Kedua<br>Second Meeting Agenda                                                                        | Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya ( <i>volledig acquit et de charge</i> ) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2020.<br>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 ( <i>acquit et de charge</i> ) 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                       |



|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                         |                       |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Tidak Setuju<br>Against | Abstain<br>Abstain    |
|                                                                                                                               | 8.429.195.200 suara/votes<br>(100%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0 suara/votes<br>(0%)   | 0 suara/votes<br>(0%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <ol style="list-style-type: none"> <li>Menyetujui Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020.</li> <li>Mengesahkan Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar &amp; 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 (<i>volledig acquit et de charge</i>) 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.</li> </ol> <ol style="list-style-type: none"> <li>Approval of the Annual Report on the Partnership and Community Development Program for Fiscal Year 2020.</li> <li>Ratification of the Financial Statements of the Partnership and Community Development Program, audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar &amp; Partners (affiliated with RSM) as contained in their report No: 00075/2.1030/AU.2/12/1514-1/1/II/2021 dated February 22, 2021, as well as granting full release and discharge (<i>volledig acquit et de charge</i>) 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 report.</li> </ol> |                         |                       |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |                       |
| <b>Mata Acara Rapat Ketiga</b><br>Third Meeting Agenda                                                                        | Penetapan Penggunaan Laba Bersih Perseroan, Termasuk Pembagian Dividen untuk Tahun Buku 2020.<br>Determining the use of the Company's Net Profits, including the distribution of dividends for Fiscal Year 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                         |                       |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Tidak Setuju<br>Against | Abstain<br>Abstain    |
|                                                                                                                               | 8.429.195.200 suara/votes<br>(100%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0 suara/votes<br>(0%)   | 0 suara/votes<br>(0%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <p>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.</p> <p>Approved to determine the use of Attribution of Net Profits for the Owners of the Parent Company for Fiscal Year 2020 amounting to IDR10,984,573,721 (Ten Billion Nine Hundred Eighty Four Million Five Hundred Seventy Three Thousand Seven Hundred Twenty One Rupiah) which all will be designated as reserves.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                         |                       |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | Penggunaan laba bersih sudah dicatat dalam pembukuan perusahaan.<br>The use of the net profit has been recorded in the Company's books                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                         |                       |
| <b>Mata Acara Rapat Keempat</b><br>Fourth Meeting Agenda                                                                      | <p>Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2021.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |                       |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Tidak Setuju<br>Against | Abstain<br>Abstain    |
|                                                                                                                               | 8.429.195.200 suara/votes<br>(100%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0 suara/votes<br>(0%)   | 0 suara/votes<br>(0%) |



|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                       |                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <div>1. 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</div> <div>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 2020, serta menetapkan gaji, tunjangan dan fasilitas bagi Direksi untuk tahun 2021.</div> <div>1. 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</div> <div>2. 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.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                       |                                                                  |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | <div>Persetujuan Pemegang Saham Seri A Dwiwarna diberikan berdasarkan surat No. 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.</div> <div>Approval of the Shareholders of Series A Dwiwarna Shares as per letter No. SR-62/Wk2.MBU.D/10/2021 dated October 04, 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.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                       |                                                                  |
| <b>Mata Acara Rapat Kelima</b><br>Fifth Meeting Agenda                                                                        | <div>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.</div> <div>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.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                       |                                                                  |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                       |                                                                  |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | <div>Setuju<br/>Agree</div> <div>8.429.195.200 suara/votes<br/>(100%)</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <div>Tidak Setuju<br/>Against</div> <div>0 suara/votes<br/>(0%)</div> | <div>Abstain<br/>Abstain</div> <div>0 suara/votes<br/>(0%)</div> |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <div>1. Menyetujui penunjukan Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar &amp; 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;</div> <div>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;</div> <div>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 &amp; 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.</div> <div>1. Approved to appoint the services of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar &amp; 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;</div> <div>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;</div> <div>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 &amp; 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.</div> |                                                                       |                                                                  |



|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tindak Lanjut</b><br>Follow-Up | Surat Dewan Komisaris kepada Direksi PT Semen Baturaja (Persero) Tbk No. S15/DK-SB/VI/2021 Tanggal 30 Juni 2021 perihal penunjukan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan dan Purchase Order No. 4000004868 tanggal 12 Oktober 2021 tentang Jasa Audit Laporan Keuangan Tahunan 2021.<br>Letter of the Board of Commissioners to the Board of Directors of PT Semen Baturaja (Persero) Tbk No. S-15/DK-SB/VI/2021 dated June 30, 2021 regarding the appointment of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners and the Purchase Order No. 4000004868 dated October 12, 2021 on the Audit Services of Financial Statements of Fiscal Year 2021. |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                     |                       |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------|
| <b>Mata Acara Rapat Keenam</b><br>Sixth Meeting Agenda                                                                        | Pengukenan Pemberlakuan Peraturan Menteri BUMN.<br>Enforcement of Regulations of the Ministry of SOE.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                     |                       |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                     |                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tidak Setuju<br>Against             | Abstain<br>Abstain    |
|                                                                                                                               | 8.429.068.200 suara/votes<br>(99,9984933%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 127.000 suara/votes<br>(0,0015067%) | 0 suara/votes<br>(0%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | Menyetujui mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik 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 dan No. PER-07/MBU/04/2021 beserta perubahannya di kemudian hari.<br>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. |                                     |                       |
| <b>Tindak Lanjut</b><br>Follow-Up                                                                                             | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                     |                       |

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        |                       |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------|
| <b>Mata Acara Rapat Ketujuh</b><br>Seventh Meeting Agenda                                                                     | Perubahan Anggaran Dasar Perseroan.<br>Changes in the Company's Articles of Association                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |                       |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        |                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Tidak Setuju<br>Against                | Abstain<br>Abstain    |
|                                                                                                                               | 8.413.481.800 suara/votes<br>(99,8135836%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 15.713.400 suara/votes<br>(0,1864164%) | 0 suara/votes<br>(0%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <ol style="list-style-type: none"> <li>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 No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan RUPS Perusahaan Terbuka, Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik dan Perubahan Pasal 12 dan Pasal 15 Anggaran Dasar Perseroan;</li> <li>Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan sebagaimana dimaksud pada angka 1 keputusan tersebut di atas;</li> <li>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.</li> </ol> |                                        |                       |





|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | <ol style="list-style-type: none"> <li>1. 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;</li> <li>2. Approved to recompose all provision of the Articles of Association in relation to the changes referred to in point 1 of the abovementioned resolution;</li> <li>3. Grant the power and authority to the Board of Directors with the rights 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 notification 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.</li> </ol> |
| <b>Tindak Lanjut</b><br>Follow-Up | <p>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.</p> <p>The company's Articles of Association, as stated in the Statement Deed of the Resolutions of the General Meeting of Shareholders No. 68 dated June 25, 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 July 23, 2021 and registered in Company List/Registry No. AHU-0127661.AH.01.11. Year 2021 dated July 23, 2021.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |                       |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------|
| <b>Mata Acara Rapat Kedelapan</b><br>Eight Meeting Agenda                                                                     | Perubahan Susunan Pengurus Perusahaan.<br>Changes in the Composition of the Company's Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        |                       |
| <b>Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat</b><br>Number of Shareholders Who Raised Questions/Provide Opinion | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        |                       |
| <b>Hasil Pemungutan Suara</b><br>Voting Result                                                                                | Setuju<br>Agree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Tidak Setuju<br>Against                | Abstain<br>Abstain    |
|                                                                                                                               | 8.413.233.300 suara/votes<br>(99,8106355%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 15.961.900 suara/votes<br>(0,1893645%) | 0 suara/votes<br>(0%) |
| <b>Keputusan Rapat</b><br>Meeting Resolutions                                                                                 | <ol style="list-style-type: none"> <li>1. Menyetujui mengangkat Sdr Chowadja Sanova sebagai Komisaris Independen Perseroan.</li> <li>2. Menyetujui mengubah nomenklatur jabatan anggota Direksi Perseroan, yaitu semula Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko.</li> <li>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.</li> <li>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.</li> <li>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: <ol style="list-style-type: none"> <li>a. Dewan Komisaris <ol style="list-style-type: none"> <li>i) Komisaris Utama : Franciscus M.A. Sibarani</li> <li>ii) Komisaris : Oke Nurwan</li> <li>iii) Komisaris Independen : Darusman Mawardi</li> <li>iv) Komisaris Independen : Endang Tirtana</li> <li>v) Komisaris Independen : Chowadja Sanova</li> </ol> </li> <li>b. Direksi <ol style="list-style-type: none"> <li>i) Direktur Utama : Jobi Triananda Hasjim</li> <li>ii) Direktur Umum dan SDM : Amrullah</li> <li>iii) Direktur Produksi dan Pengembangan : Daconi</li> <li>iv) Direktur Pemasaran : Mukhamad Saifudin</li> <li>v) Direktur Keuangan dan Manajemen Risiko : M. Jamil</li> </ol> </li> </ol> </li> </ol> |                                        |                       |





|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Approved to appoint Mr. Chowadja Sanova as the Company's Independent Commissioner.</li> <li>Approved to change the nomenclature of the positions of members of the Company's Board of Directors, namely as Director of Finance to Director of Finance and Risk Management.</li> <li>Approved to reassign Mr. M. Jamil who was appointed based on Annual GMS of Fiscal Year 2016 initially as Director of Finance to Director of Finance and Risk Management, with term of office to continue on with the remainder of the term as per the resolution of the GMS.</li> <li>The term of office of members of the Board of Commissioner appointed as per above point 1, in accordance with the provisions of the Company Articles of Association, with consideration of the Laws and Regulation in the capital markets and without reducing the rights of the GMS to dismiss at any time.</li> <li>With the appointment of members of the Board of Commissioners as mentioned in point 1 as well as the change in the nomenclature of the reassigned position of Members of the Board of Directors as mentioned in point 2 and 3, thus the composition of the management of the Company is as follows: <ol style="list-style-type: none"> <li>Board of Commissioners <ol style="list-style-type: none"> <li>President Commissioner : Franciscus M.A. Sibarani</li> <li>Commissioner : Oke Nurwan</li> <li>Independent Commissioner : Darusman Mawardi</li> <li>Independent Commissioner : Endang Tirtana</li> <li>Independent Commissioner : Chowadja Sanova</li> </ol> </li> <li>Direksi <ol style="list-style-type: none"> <li>President Director : Jobi Triananda Hasjim</li> <li>Director of General Affairs and HR : Amrullah</li> <li>Director of Production and Development : Daconi</li> <li>Director of Marketing : Mukhamad Saifudin</li> <li>Director of Finance and Risk Management : M. Jamil</li> </ol> </li> </ol> </li> <li>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.</li> <li>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.</li> </ol> |
| <b>Tindak Lanjut</b><br>Follow-Up | Keputusan langsung berlaku<br>Resolutions immediately took effect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### Keterlibatan Pihak Independen dalam Penghitungan Suara

Perusahaan telah menunjuk pihak independen, yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Fathiah Helmi, S.H. untuk melakukan penghitungan dan/atau memvalidasi suara.

### Involvement of Independent Parties in Vote Casting

The Company has appointed PT Datindo Entrycom Securities Administration Bureau and Notary Fathiah Helmi, S.H. as independent parties to conduct the casting and validation of votes.

### PENYELENGGARAAN RUPS PADA ENTITAS ANAK DAN AFILIASI

Hingga 31 Desember 2022, Perusahaan hanya memiliki 1 (satu) Entitas Anak yakni PT Baturaja Multi Usaha (BMU). BMU telah melaksanakan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021 PT Baturaja Multi Usaha dilaksanakan pada hari Kamis, tanggal 30 Juni 2022 bertempat di Ruang Rapat Abikusno Lantai 1, Kantor Pusat PT Semen Baturaja Tbk dengan agenda mata acara sebagai berikut :

- Persetujuan Laporan Tahunan Direktur mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2021 termasuk Laporan Pelaksanaan Tugas Pengawasan Komisaris selama Tahun Buku 2021 dan Pengesahan Laporan Keuangan Tahun Buku 2021, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) Direktur dan Komisaris Perseroan atas tindak lanjut pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2021;

### IMPLEMENTATION OF GMS OF SUBSIDIARIES AND AFFILIATES

As of December 31, 2022, the Company has only one subsidiary, namely PT Baturaja Multi Usaha (BMU). BMU held its Annual General Meeting of Shareholders (GMS) for the 2021 Fiscal Year on Thursday, June 30, 2022, at the Abikusno Meeting Room, 1st Floor, Head Office of PT Semen Baturaja Tbk. The meeting covered the following agenda items:

- Approval of the Director's Annual Report regarding the condition and operations of the Company during the 2021 Fiscal Year including the Report on the Implementation of Commissioners' Supervisory Duties during the 2021 Fiscal Year and Ratification of the Financial Statements for the 2021 Fiscal Year, as well as granting full release and discharge of responsibility (*volledig acquit et de charge*) for the Director and Commissioner of the Company for following up on the management and supervision that has been carried out during the 2021 Fiscal Year;



2. Penetapan penggunaan Laba Bersih Perseroan, termasuk pembagian Dividen untuk Tahun Buku 2021;
3. Penetapan Tantiem untuk Direktur dan Komisaris Perseroan Tahun Buku 2021 dan Penghasilan Direktur dan Komisaris untuk Tahun Buku 2022;
4. Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2022;
5. Perubahan Susunan Pengurus Perseroan.

Berdasarkan hasil RUPS Tahunan Tahun Buku 2021, maka keputusan atas mata acara rapat adalah sebagai berikut:

1. Keputusan Mata Acara 1  
Menyetujui Laporan Tahunan Tahun Buku 2021 termasuk Laporan Tugas Pengawasan Komisaris serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2021 yang telah diaudit oleh Kantor Akuntan Publik "Amir Abadi Jusuf, Aryanto, Mawar & Rekan" sesuai laporannya No. 00025/2.1030/AU.1/05/1514-2/1/II/2022 tanggal 15 Februari 2022 dengan pendapat "Wajar Dalam Semua Hal yang Material, Posisi keuangan PT Baturaja Multi Usaha tanggal 31 Desember 2021, serta kinerja keuangan dan arus kasnya 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 Direktur dan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2021 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan, serta harus menyelesaikan catatan-catatan sebagaimana yang telah disampaikan pada surat tanggapan Pemegang Saham Mayoritas untuk Mata Acara 1.
2. Keputusan Mata Acara 2  
Menyetujui dan menetapkan penggunaan Laba Bersih Tahun Buku 2021 sebesar Rp2.418.672.618 (Dua Miliar Empat Ratus Delapan Belas Juta Enam Ratus Tujuh Puluh Dua Ribu Enam Ratus Delapan Belas Rupiah) seluruhnya menjadi Cadangan Lainnya.
3. Keputusan Mata Acara 3
  - a. Memberikan wewenang dan kuasa kepada PT Semen Baturaja Tbk selaku Pemegang Saham mayoritas untuk menetapkan besarnya tantiem untuk Tahun Buku 2021, serta menetapkan honorarium, tunjangan dan fasilitas bagi Komisaris untuk tahun 2022;
  - b. Memberikan wewenang dan kuasa kepada Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Semen Baturaja Tbk selaku Pemegang Saham Mayoritas untuk menetapkan besarnya tantiem untuk Tahun Buku 2021, serta menetapkan gaji, tunjangan dan fasilitas bagi Direktur untuk tahun 2022.

2. Determination of the use of the Company's Net Profit, including the distribution of dividends for the 2021 Fiscal Year;
3. Determination of Tantiem for Directors and Commissioners of the Company for the 2021 Fiscal Year and Income for the Directors and Commissioners for the 2022 Fiscal Year;
4. Appointment of a Public Accounting Firm to audit the Company's Financial Statements for the 2022 Fiscal Year;
5. Changes made to the composition of the Company's Management.

Following the Annual General Meeting of Shareholders for the 2021 Fiscal Year, the decisions made regarding the meeting agenda are as follows:

1. Resolution of First Agenda  
The resolution of the first agenda has approved the Annual Report for the 2021 Fiscal Year, including the Commissioner's Oversight Report, and ratified the Company's Financial Statements for the same period. These financial statements had been audited by the Public Accounting Firm "Amir Abadi Jusuf, Aryanto, Mawar & Partners" with report No. 00025/2.1030/AU.1/05/1514-2/1/II/2022 dated February 15, 2022. The auditor's opinion stated that the financial position of PT Baturaja Multi Usaha as of December 31, 2021, and its financial performance and cash flow for the year ended on that date, were in accordance with financial accounting standards in Indonesia and fairly represented the Company's financial condition. Additionally, the Directors and Commissioners of the Company were granted full release and discharge (*volledig acquit et de charge*) for the management and supervisory actions that had been carried out during the Fiscal Year ending on December 31, 2021, as long as the action was not a criminal act and was reflected in the Company's report books. Finally, they were required to complete the notes as submitted in the response letter of the Majority Shareholders for Agenda 1.
2. Resolution of Second Agenda  
The use of net profit for the fiscal year 2021 in the amount of IDR2,418,672,618 (Two Billion Four Hundred Eighteen Million Six Hundred Seventy-Two Thousand Six Hundred And Eighteen Rupiah) was approved and entirely allocated to Other Reserves.
3. Resolution of Third Agenda
  - a. PT Semen Baturaja Tbk, as the majority shareholder, was granted authority and power of attorney to determine the amount of tantiem for the 2021 Fiscal Year and to determine the honorarium, allowances, and facilities for the Commissioners for 2022.
  - b. The Commissioners were granted authority and power, subject to obtaining written approval from PT Semen Baturaja Tbk as the Majority Shareholder, to determine the amount of bonuses for the 2021 Fiscal Year and to determine the salaries, benefits, and facilities for the Directors for 2022.



4. Keputusan Mata Acara 4

- a. Menyetujui penunjukan Kantor Akuntan Publik (KAP) yang sama dengan KAP yang mengaudit laporan keuangan PT Semen Baturaja Tbk Tahun Buku 2022 dan periode lainnya dalam Tahun Buku 2022;
- b. Menyetujui memberikan pelimpahan kewenangan kepada Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut;
- c. Menyetujui memberikan wewenang dan kuasa kepada Komisaris dengan terlebih dahulu mendapat persetujuan tertulis dari PT Semen Baturaja Tbk selaku Pemegang Saham Mayoritas untuk menetapkan Kantor Akuntan Publik (KAP) pengganti dalam hal apabila Kantor Akuntan Publik (KAP) awal sebagaimana poin 1 usulan Mata Acara ini yang ditunjuk untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2022 karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Tahun Buku 2022 dan periode lainnya dalam Tahun Buku 2022.

5. Keputusan Mata Acara 5

Menyetujui Mata Acara 5 sebagaimana disampaikan oleh pemegang saham mayoritas yang dibacakan oleh pimpinan rapat. Perubahan Pengurus Perseroan menjadi sebagai berikut :

Direksi : Basthony Santri

Komisaris : Gatot Mardiana

4. Resolution of Fourth Agenda

- a. The appointment of the same Public Accounting Firm (KAP) to audit the financial statements of PT Semen Baturaja Tbk for the 2022 Fiscal Year and other periods in the 2022 Fiscal Year was approved;
- b. The authority to determine the compensation for audit services, the addition of the required scope of work, and other reasonable requirements for the Public Accounting Firm was delegated to the Company's Commissioners;
- c. The Commissioner was granted authority and power, subject to written approval from PT Semen Baturaja Tbk as the Majority Shareholder, to select a replacement Public Accounting Firm (KAP) in the event that the appointed KAP is unable to complete the audit of the Company's Financial Statements for the 2022 Fiscal Year and other periods in the 2022 Fiscal Year for any reason.

5. Resolution of Fifth Agenda

Approved Agenda 5 as conveyed by the majority shareholder which was read out by the chairman of the meeting. Changes in the Company's Management are as follows:

Directors : Basthony Santri

Commissioner : Gatot Mardiana



# URAIAN DEWAN KOMISARIS

## DESCRIPTION OF THE BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ utama Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi. Fokus pengawasan dan pemberian nasihat Dewan Komisaris atas pengelolaan Perusahaan oleh Direksi, antara lain meliputi pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perseroan (RJPP), Rencana Kerja dan Anggaran Tahunan (RKAP) Perusahaan serta ketentuan Anggaran Dasar dan keputusan RUPS, serta peraturan perundang-undangan dan peraturan yang berlaku di bidang pasar modal di Indonesia. Fokus tersebut bertujuan untuk memenuhi kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta melakukan tugas yang secara khusus diberikan kepadanya menurut Anggaran Dasar, perundang-undangan dan/atau keputusan Rapat Umum Pemegang Saham.

The Board of Commissioners serves as the principal organ of the Company, responsible for carrying out general and/or specific oversight as stipulated in the Articles of Association and providing counsel to the Board of Directors. Their supervisory and advisory focus encompasses overseeing the implementation of the Company's Long-Term Plan (RJPP), Annual Work Plan and Budget (RKAP), as well as compliance with the Articles of Association, GMS resolutions, and relevant laws and regulations in the capital markets industry in Indonesia. Their focus is geared towards safeguarding the Company's interests and achieving its goals and objectives, while fulfilling specific responsibilities as outlined in the Articles of Association, laws, and/or GMS resolutions.

### STRUKTUR DEWAN KOMISARIS

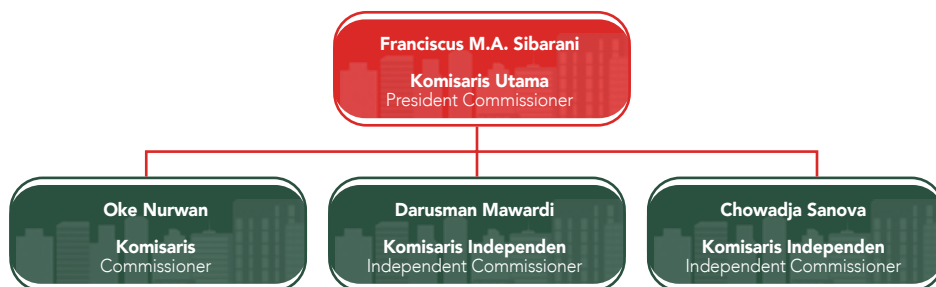
Per 31 Desember 2022, Dewan Komisaris Perusahaan terdiri dari 4 (empat) anggota, di mana 2 (dua) di antaranya adalah Komisaris Independen, sehingga secara umum komposisi tersebut telah mencerminkan persyaratan keanggotaan Dewan Komisaris yang diatur dalam Peraturan OJK No. 33/POJK.04/2014 mengenai jumlah anggota Dewan Komisaris Perusahaan dalam komposisi dan susunan anggota Dewan Komisaris, yang mewajibkan setidaknya 30% dari anggota Dewan Komisaris merupakan Komisaris Independen.

### STRUCTURE OF THE BOARD OF COMMISSIONERS

As of December 31, 2022, the Board of Commissioners of the Company comprised of 4 (four) members, out of which 2 (two) were Independent Commissioners. This composition reflects the membership requirements of the Board of Commissioners specified in OJK Regulation No. 33/POJK.04/2014 regarding the number of members of the Company's Board of Commissioners and their composition. The regulation mandates that at least 30% of the members of the Board of Commissioners should be Independent Commissioners.

Adapun struktur Dewan Komisaris per 31 Desember 2022, adalah sebagai berikut:

The current structure of the Board of Commissioners as of December 31, 2022 is as follows:



### KOMPOSISI DEWAN KOMISARIS

Sepanjang tahun 2022, komposisi dan susunan Dewan Komisaris mengalami perubahan berdasarkan Keputusan RUPS Tahunan Tahun Buku 2021, tanggal 25 Maret 2022, yang telah dinyatakan dalam Akta Notaris Fathiah Helmi S.H., No. 21 tanggal 18 April 2022.

### COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2022, the composition of the Board of Commissioners underwent changes in accordance with the Resolution of the 2021 Annual General Meeting of Shareholders held on March 25, 2022, as stated in the Deed of Notary Fathiah Helmi S.H., No. 21 dated April 18, 2022.



Adapun kronologis perubahan komposisi dan susunan Dewan Komisaris per 31 Desember 2022, adalah sebagai berikut:

The chronology of changes in the composition of the Board of Commissioners as of December 31, 2022 is as follows:

**Kronologis Perubahan Komposisi Dewan Komisaris Sepanjang Tahun 2022**  
Chronology of Changes in the Composition of the Board of Commissioners in 2022

| Periode 01 Januari – 25 Maret 2022<br>Period of January 01 – March 25, 2022 | Periode 25 Maret – 31 Desember 2022<br>Period March 25 – December 31, 2022                                                                   | Keterangan<br>Description |
|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Franciscus M.A. Sibarani<br>(Komisaris Utama)<br>(President Commissioner)   | Franciscus M.A. Sibarani<br>(Komisaris Utama)<br>(President Commissioner)                                                                    | -                         |
| Oke Nurwan<br>(Komisaris)<br>(Commissioner)                                 | Oke Nurwan<br>(Komisaris)<br>(Commissioner)                                                                                                  | -                         |
| Darusman Mawardi<br>(Komisaris Independen)<br>(Independent Commissioner)    | Darusman Mawardi<br>(Komisaris Independen)<br>(Independent Commissioner)                                                                     | -                         |
| Chowadja Sanova<br>(Komisaris Independen)<br>(Independent Commissioner)     | Chowadja Sanova<br>(Komisaris Independen)<br>(Independent Commissioner)                                                                      | -                         |
| Endang Tirtana<br>(Komisaris Independen)<br>(Independent Commissioner)      | Tidak lagi menjabat dalam jajaran Dewan Komisaris sejak 25 Maret 2022<br>No longer served on the Board of Commissioners since March 25, 2022 |                           |

**Komposisi serta Susunan Dewan Komisaris per 31 Desember 2022**  
Composition of the Board of Commissioners as of December 31, 2022

| Nama<br>Name             | Jabatan<br>Position                              | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Periode Jabatan<br>Term of Office                            |
|--------------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Franciscus M.A. Sibarani | Komisaris Utama<br>President Commissioner        | Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020.<br>The decision of the Annual General Meeting of Shareholders on 5 August 2020 stated in the Deed of Notary Fathiah Helmi, S.H., No. 29 dated 13 August 2020.                                                                                                                                                                                                                                                                                                                                                                            | 05 Agustus 2020 - RUPS 2025<br>August 05, 2020 - RUPS 2025   |
| Oke Nurwan               | Komisaris<br>Commissioner                        | <ul style="list-style-type: none"> <li>Keputusan RUPS Tahunan tanggal 27 April 2017, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 8 tanggal 05 Juni 2017.</li> <li>Keputusan RUPS Tahunan tanggal 25 Maret 2022, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.</li> <li>Resolutions of the Annual General Meeting of Shareholders dated April 27, 2017, as stated in the Deed of Notary Fathiah Helmi, S.H., No. 8 dated June 05, 2017.</li> <li>Resolutions of the Annual General Meeting of Shareholders dated March 25, 2022, as stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022.</li> </ul> | 25 Maret 2022 - RUPS 2027<br>March 25, 2022 – 2027 GMS       |
| Darusman Mawardi         | Komisaris Independen<br>Independent Commissioner | Keputusan RUPS Tahunan tanggal 28 Februari 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 53 tanggal 28 Februari 2018.<br>Resolution of the Annual GMS on February 28, 2018 as stated in Deed of Notary Fathiah Helmi, S.H., No. 53 dated February 28, 2018.                                                                                                                                                                                                                                                                                                                                                                                                 | 28 Februari 2018 - RUPS 2023<br>February 28, 2018 – 2023 GMS |
| Chowadja Sanova          | Komisaris Independen<br>Independent Commissioner | Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 27 tanggal 27 Mei 2021.<br>Resolution of the Annual General Meeting of Shareholders on May 27, 2021, as stated in Deed of Notary Fathiah Helmi, S.H., No. 27 dated May 27, 2021.                                                                                                                                                                                                                                                                                                                                                                                       | 27 Mei 2021 - RUPS 2026<br>May 27, 2021 – 2026 GMS           |

Sementara itu, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan susunan dan komposisi Dewan Komisaris berdasarkan Keputusan RUPS Luar Biasa yang diselenggarakan pada 24 Januari 2023, dengan mengangkat Hadi Daryanto sebagai Komisaris Perusahaan, menggantikan Oke Nurwan dan Darusman Mawardi. Dengan demikian, Dewan Komisaris Perusahaan terdiri dari 3 (tiga) anggota, di mana 1 (satu) di antaranya adalah Komisaris Independen dan telah sesuai dengan POJK No. 33/POJK.04/2014.

As of the signing of this Annual Report, the composition of the Board of Commissioners has undergone changes based on the Extraordinary GMS Resolutions held on January 24, 2023. Hadi Daryanto has been appointed as the Company's Commissioner, replacing Oke Nurwan and Darusman Mawardi. Currently, the Board of Commissioners consists of three members, of which one is an Independent Commissioner, in accordance with POJK No. 33/POJK.04/2014.





Komposisi dan susunan Dewan Komisaris sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagai berikut:

The Commissioners as of the signing of this Annual Report are as follows:

### Komposisi serta Susunan Dewan Komisaris Sampai dengan Laporan Tahunan ini Ditandatangani

Composition of the Board of Commissioners Up to the Signing of this Annual Report

| Nama<br>Name             | Jabatan<br>Position                                    | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                      | Periode<br>Jabatan<br>Term of Office                                |
|--------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Franciscus M.A. Sibarani | Komisaris Utama<br>President<br>Commissioner           | Pertama kali diangkat berdasarkan Keputusan RUPS Tahunan tanggal 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020.<br>Appointed for the first time based on the Annual GMS Decision on August 05, 2020 which was stated in the Deed of Notary Fathiah Helmi, S.H., No. 29 dated August 13, 2020.                          | 05 Agustus 2020<br>- RUPS 2025<br>August 05, 2020<br>- 2025 GMS     |
| Chowadja Sanova          | Komisaris<br>Independen<br>Independent<br>Commissioner | Pertama kali diangkat berdasarkan Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 27 tanggal 27 Mei 2021.<br>Appointed for the first time based on the Resolution of the Annual General Meeting of Shareholders on May 27, 2021, which was stated in the Deed of Notary Fathiah Helmi, S.H., No. 27 dated May 27, 2021. | 27 Mei 2021 -<br>RUPS 2026<br>May 27, 2021 -<br>2026 GMS            |
| Hadi Daryanto            | Komisaris<br>Commissioner                              | Pertama kali diangkat berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 45 tanggal 01 Februari 2023.<br>Appointed for the first time based on the Extraordinary GMS Decision on January 24, 2023, which is stated in the Deed of Notary Fathiah Helmi, S.H., No. 45 of February 01, 2023.              | 24 Januari 2023<br>- RUPS 2028<br>January 24,<br>2023 - 2028<br>GMS |

Profil masing-masing Dewan Komisaris yang menjabat per 31 Desember 2022 dan sampai dengan Laporan Tahunan ini ditandatangani, telah disajikan pada Bab "Profil Perusahaan" dalam Laporan Tahunan ini.

The profiles of each member of the Board of Commissioners who served as of December 31, 2022 and up to the signing of this Annual Report, have been presented in the "Company Profile" chapter of this report.

## TANGGUNG JAWAB, WEWENANG DAN KEWAJIBAN

Dewan Komisaris memiliki tanggung jawab, wewenang dan kewajiban mencakup hal-hal sebagai berikut:

## RESPONSIBILITIES, AUTHORITIES AND OBLIGATIONS

The Board of Commissioners holds several responsibilities, authorities, and obligations, which can be delineated as follows:

### Tanggung Jawab Dewan Komisaris

- Setiap anggota Dewan Komisaris bertanggung jawab penuh secara tanggung renteng atas kerugian Perusahaan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.
- Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian Perusahaan, apabila dapat membuktikan:
  - Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
  - Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan;
  - Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian; dan
  - Telah memberikan nasehat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.

### Responsibilities of the Board of Commissioners

- Each member of the Board of Commissioners is jointly and fully responsible for any losses incurred by the Company due to their mistakes or negligence in performing their duties.
- However, members of the Board of Commissioners cannot be held accountable for such losses if they can demonstrate that:
  - The loss was not caused by their fault or negligence;
  - They exercised reasonable and prudent oversight in the best interests of the Company, in accordance with its purpose and objectives;
  - They did not have any personal interest, direct or indirect, in the management of the Board of Directors that led to the losses; and
  - They provided guidance to the Board of Directors to prevent the loss from occurring or continuing.

### Wewenang Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris memiliki kewenangan, antara lain:

### Authority of the Board of Commissioners

The Board of Commissioners is vested with certain powers and authorities to carry out its duties and responsibilities, which include:



1. Memeriksa buku, surat, serta dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perusahaan;
  2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan;
  3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
  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 Perusahaan;
  9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;
  10. Melakukan tindakan pengurusan Perusahaan 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;
  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.
1. Examining the Company's books, correspondence, and other documents, cash and other securities, and scrutinizing its assets;
  2. Entering the premises, buildings, and offices used by the Company;
  3. Requesting information and explanations from the Board of Directors and other officials on all matters related to the Company's management;
  4. Being informed of all policies and actions taken or to be taken by the Board of Directors;
  5. Summoning the Board of Directors and other officers under its purview to attend Board of Commissioners' meetings;
  6. Appointing and dismissing the Secretary of the Board of Commissioners;
  7. Suspending members of the Board of Directors in accordance with the provisions of the Articles of Association;
  8. Establishing committees, such as the Audit Committee, Remuneration and Nomination Committee, and Risk Monitoring Committee, if deemed necessary;
  9. Engaging experts for specific matters and for a limited period, at the expense of the Company, if necessary;
  10. Taking management actions for a certain period of time, in accordance with the provisions of the Articles of Association;
  11. Approving the appointment and dismissal of the Corporate Secretary and/or Head of Internal Audit Unit;
  12. Attending Board of Directors meetings and expressing views on matters under discussion;
  13. Carrying out other supervisory powers as long as they comply with the applicable laws and regulations in Indonesia's capital markets, the Articles of Association, and the decisions of the General Meeting of Shareholders. These powers may cover policies on information technology systems, procurement, quality and service, and the management of subsidiaries/joint ventures;
  14. Performing duties related to the nomination of members of the Board of Directors; and
  15. Undertaking duties related to recommending the Remuneration of the Board of Directors..

### Kewajiban Dewan Komisaris

1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan;
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 Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi pengurusan Perusahaan;

### Obligations of the Board of Commissioners

1. Advise the Board of Directors on managing the Company.
2. Review and approve the annual work plan (RKAP) and other plans prepared by the Board of Directors, in accordance with the Articles of Association. The draft RKAP must be approved by the Board of Commissioners within 30 days after the end of the fiscal year or within the time frame specified by applicable laws and regulations
3. Monitor the Company's activities and provide feedback to the General Meeting of Shareholders (GMS) on any significant issues concerning the Company's management.



4. Melaporkan kepada pemegang saham Seri A Dwiwarna apabila terjadi gejala menurunnya kinerja Perusahaan;
5. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku Perusahaan;
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;
8. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya;
9. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan tersebut dan perusahaan 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 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 Perusahaan.

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 kewajaran.
2. Beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan

4. Notify 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 an independent Public Accountant to audit the Company's financial statements.
6. Review and analyze the periodic and annual reports prepared by the Board of Directors and sign the annual report.
7. Provide explanations, opinions, and suggestions to the GMS on the annual report when requested.
8. Prepare the minutes of the Board of Commissioners' meetings and keep copies.
9. Disclose to the Company any share ownership by themselves or their family members in the Company or other companies.
10. Report on the supervisory activities carried out during the previous financial year to the GMS.;
11. Respond to questions or requests from the shareholders of Series A Dwiwarna Shares in compliance with applicable laws and regulations,
12. Fulfill other supervisory and advisory obligations that do not conflict with the Articles of Association, resolutions of the GMS, and applicable laws and regulations.
13. Submit quarterly reports on the Company's performance, including the realization of key performance indicators, to the shareholders of Series A Dwiwarna Shares.
14. Develop the Board Manual and the Board of Commissioners' procedures (Charter of the Board of Commissioners).
15. Prepare a work program for the Board of Commissioners that is an integral part of the RKAP prepared by the Board of Directors.
16. Provide guidance to the Board of Directors to ensure that the Company consistently implements good corporate governance practices and works with high ethical standards, while complying with the Articles of Association and applicable laws and regulations.
17. Monitor and ensure the effective and sustainable implementation of good corporate governance practices.
18. Supervise the effectiveness of the internal control system, risk management, corporate governance, whistleblowing system, anti-bribery management system, and the implementation of the Gratuity Control Program in the Company.

To effectively carry out their duties, each member of the Board of Commissioners must abide by the following guidelines:

1. Adhere to the Articles of Association and the prevailing laws and regulations governing the capital market sector in Indonesia, as well as principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
2. Perform supervisory duties and provide advice to the Board of Directors in good faith, exercising prudence



pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.

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 Perusahaan.
3. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak manapun yang melawan hukum dan/atau yang dapat merugikan Perusahaan.
4. Tidak membuat kepentingan sendiri yang menyalahgunakan wewenang kesempatan, posisi dan fasilitas Perusahaan yang akan menyebabkan kerugian bagi Perusahaan.
5. Anggota Dewan Komisaris dilarang melakukan rangkap jabatan dengan ketentuan sebagai berikut:
  - a. Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai Anggota Dewan Komisaris BUMN, kecuali berdasarkan penugasan khusus dari Menteri.
  - b. Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai Anggota Direksi pada BUMN, Badan Usaha Milik Daerah (BUMD), 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.

and a sense of responsibility in the best interest of the Company and aligned with its objectives.

The Board of Commissioners is strictly prohibited from engaging in the following actions:

1. Members of the Board of Commissioners must not engage in any form of corruption, collusion, nepotism, or gratuity.
2. Members of the Board of Commissioners must not accept, give, or request anything from any party related to their position that contradicts Company policy.
3. Members of the Board of Commissioners must not engage in fraudulent activities, whether individually or with any party, that are illegal and/or harmful to the Company.
4. Members of the Board of Commissioners must not engage in activities that would create their own interests, abuse the authority of their position, or misuse the facilities of the Company that would cause losses to the Company.
5. Members of the Board of Commissioners are prohibited from holding concurrent positions, subject to the following conditions:
  - a. Members of the Board of Commissioners cannot hold positions as members of the Board of Commissioners in other SOE companies unless assigned by the Minister for a special project.
  - b. Members of the Board of Commissioners are prohibited from serving concurrent positions as members of the Board of Directors in SOEs, Regionally Owned Enterprises (BUMD), or privately owned enterprises. Members of the Board of Commissioners are also prohibited from occupying positions that conflict with the regulations prohibiting concurrent positions as members of the Board of Commissioners or positions that may create conflicts of interest in the SOE. However, they can sign a statement agreeing to resign from this position if elected as a member of the SOE Board of Commissioners.

## Tugas Masing-masing Dewan Komisaris

Pembagian tugas antara anggota Dewan Komisaris dilakukan dengan memperhatikan kompetensi dan latar belakang masing-masing anggota Dewan Komisaris yang diatur dalam Surat Keputusan Dewan Komisaris No. SK-05/DK-SB/I/2022 tanggal 31 Januari 2022 tentang Pembagian Tugas Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk. Berikut tugas dan tanggung jawab masing-masing Dewan Komisaris:

## Duties of Each Member of the Board of Commissioners

Each member of the Board of Commissioners has been assigned specific duties and responsibilities based on their expertise and experience. The Decree of the Board of Commissioners No. SK-05/DK-SB/I/2022, issued on January 31, 2022, outlines the distribution of these duties. The following is a list of the duties and responsibilities of each Board of Commissioner member for PT Semen Baturaja Tbk, a Limited Liability Company (Persero).



| Nama<br>Name             | Jabatan<br>Position                                    | Tugas<br>Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Franciscus M.A. Sibarani | Komisaris Utama<br>President<br>Commissioner           | <ol style="list-style-type: none"> <li>Me-reviu, memberikan tanggapan dan meminta tanggapan anggota Dewan Komisaris lainnya atas hasil evaluasi, pendapat dan saran yang disampaikan oleh anggota Dewan Komisaris dalam bidang masing-masing.</li> <li>Mengintegrasikan hasil evaluasi, pendapat dan saran yang disampaikan oleh anggota Dewan Komisaris dalam bidang masing-masing menjadi kebijakan dan/atau dasar bagi Dewan Komisaris dalam pengambilan keputusan.</li> <li>Melakukan tinjauan langsung ke lapangan guna memantau dan memastikan rencana kerja perusahaan berjalan sesuai dengan target yang telah ditetapkan.</li> </ol> <ol style="list-style-type: none"> <li>Reviewing, providing feedback, and soliciting comments from other Board of Commissioners members on evaluation results, opinions, and suggestions submitted by each member in their respective areas of expertise.</li> <li>Integrating evaluation results, opinions, and suggestions submitted by each member into policies and/or decision-making processes for the Board of Commissioners.</li> <li>Conducting on-site visits to monitor and ensure that the company is executing its work plan in accordance with the established targets.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Oke Nurwan               | Komisaris<br>Commissioner                              | <p>Bidang perencanaan strategis investasi dan pemasaran, manajemen risiko, serta pengelolaan CSR dan TJSL</p> <ol style="list-style-type: none"> <li>Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang perencanaan strategis, manajemen risiko, investasi, dan pemasaran, serta pengelolaan CSR dan TJSL.</li> <li>Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang perencanaan strategis, manajemen risiko, investasi,</li> <li>Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan terutama namun tidak terbatas pada: <ol style="list-style-type: none"> <li>Bidang perencanaan strategis terkait pelaksanaan strategi perusahaan sesuai dengan RJPP dan RKAP termasuk pengalokasian sumber daya yang dibutuhkan untuk mencapai tujuan perusahaan;</li> <li>Bidang manajemen risiko, investasi dan pemasaran dari tahap perencanaan, pelaksanaan dan evaluasi;</li> <li>Bidang pengelolaan CSR dan TJSL dari tahap perencanaan, pelaksanaan dan evaluasi program;</li> <li>Serta menyampaikan laporan hasil peninjauan kepada Dewan Komisaris.</li> </ol> </li> <li>Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.</li> </ol> <p>The following duties are expected in the field of investment and marketing strategic planning, risk management, as well as CSR and TJSL management:</p> <ol style="list-style-type: none"> <li>Conduct evaluations of the company's performance, with a focus on strategic planning, risk management, investment and marketing, as well as CSR and TJSL management.</li> <li>Provide responses, opinions, and suggestions to the Board of Directors, specifically in the areas of strategic planning, risk management, investment, marketing, and management of CSR and TJSL.</li> <li>If necessary, can carry out direct visits to the field to monitor and ensure, especially but not limited to: <ol style="list-style-type: none"> <li>The field of strategic planning related to the implementation of the company's strategy in accordance with the RJPP and RKAP including the allocation of the resources needed to achieve the company's goals;</li> <li>The field of risk management, investment and marketing from the planning, implementation and evaluation stages;</li> <li>CSR and TJSL management from the planning, implementation and program evaluation stages;</li> <li>As well as submitting a review report to the Board of Commissioners.</li> </ol> </li> <li>Undertake other assignments as mutually agreed upon during Board of Commissioners meetings.</li> </ol> |
| Darusman Mawardi         | Komisaris<br>Independen<br>Independent<br>Commissioner | <p>Bidang produksi, <i>supply chain</i>, riset dan pengembangan usaha, serta pengawasan internal</p> <ol style="list-style-type: none"> <li>Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang produksi, <i>supply chain</i>, riset dan pengembangan usaha, serta pengawasan internal.</li> <li>Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang produksi, <i>supply chain</i>, riset dan pengembangan usaha, serta pengawasan internal.</li> <li>Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan pada: <ol style="list-style-type: none"> <li>Bidang produksi terkait: kehandalan teknologi, peralatan fasilitas dan proses produksi;</li> <li>Bidang <i>supply chain</i> terkait: pengadaan terkait ketersediaan bahan baku dan bahan penolong, transportasi, pemasaran dan distribusi produk;</li> <li>Bidang riset dan pengembangan usaha terkait: riset pasar, pengembangan teknologi dan produk baru;</li> <li>Pengawasan internal terkait: efisiensi dan efektivitas produksi; penyajian laporan keuangan yang dapat dipertanggungjawabkan; dan ketaatan terhadap undang-undang dan aturan yang berlaku;</li> <li>Menyampaikan laporan hasil peninjauan kepada Dewan Komisaris.</li> </ol> </li> <li>Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |





| Nama<br>Name    | Jabatan<br>Position                                    | Tugas<br>Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 |                                                        | <p>Production, supply chain, business research and development, as well as internal control</p> <ol style="list-style-type: none"> <li>1. Evaluate the company's performance, specifically in production, supply chain, business research and development, and internal control.</li> <li>2. Provide feedback, opinions, and suggestions to the Board of Directors, especially in the areas of production, supply chain, business research and development, and internal control.</li> <li>3. Conduct direct visits to the field to monitor and ensure: <ol style="list-style-type: none"> <li>a. Production fields - technology reliability, facility equipment, and production processes;</li> <li>b. Supply chain sector - procurement of raw materials and auxiliary materials, transportation, marketing, and product distribution;</li> <li>c. Business research and development - market research, technology development, and new products;</li> <li>d. Internal control - production efficiency and effectiveness, financial reporting, and compliance with laws and regulations;</li> <li>e. Submit review reports to the Board of Commissioners.</li> </ol> </li> <li>4. Perform other tasks agreed upon during Board of Commissioners meetings.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Chowadja Sanova | Komisaris<br>Independen<br>Independent<br>Commissioner | <p>Bidang pengelolaan dan kinerja keuangan, pengelolaan kerumahtanggaan, SDM dan Teknologi Informasi</p> <ol style="list-style-type: none"> <li>1. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang pengelolaan dan kinerja keuangan, pengelolaan kerumahtanggaan, SDM dan Teknologi Informasi.</li> <li>2. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang pengelolaan dan kinerja keuangan, pengelolaan kerumahtanggaan, SDM dan Teknologi Informasi.</li> <li>3. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan terutama namun tidak terbatas pada: <ol style="list-style-type: none"> <li>a. Pengelolaan dan kinerja keuangan yang meliputi pendanaan baik untuk modal kerja maupun investasi, penempatan dana, program efisiensi biaya;</li> <li>b. Pengelolaan kerumahtanggaan meliputi pengadaan barang dan jasa, perlengkapan, persediaan dan pengelolaan aset;</li> <li>c. Pengelolaan SDM meliputi rekrutmen, diklat, pengembangan, karir sampai dengan pensiun, talent, dan hubungan industrial serta efektivitas struktur organisasi;</li> <li>d. Pengelolaan teknologi informasi meliputi keselarasan Teknologi Informasi yang dimiliki dengan strategi bisnis perusahaan;</li> <li>e. Menyampaikan laporan hasil peninjauan kepada Dewan Komisaris.</li> </ol> </li> <li>4. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.</li> </ol> <p>The areas of management and financial performance, household management, HR, and Information Technology.</p> <ol style="list-style-type: none"> <li>1. Evaluate the company's performance, with a specific focus on management and financial performance, household management, HR, and Information Technology.</li> <li>2. Provide feedback, opinions, and recommendations to the Board of Directors, specifically on financial management and performance, household management, HR, and Information Technology.</li> <li>3. Conduct on-site visits to monitor and ensure compliance, including but not limited to: <ol style="list-style-type: none"> <li>a. Financial management and performance, such as working capital and investment funding, placement of funds, and cost efficiency programs;</li> <li>b. Household management, including procurement of goods and services, equipment, inventory and asset management;</li> <li>c. HR management, including recruitment, training, development, career progression, talent management, and industrial relations, as well as the effectiveness of the organizational structure;</li> <li>d. Information technology management, including the alignment of IT with the company's business strategy;</li> <li>e. Submit a review report to the Board of Commissioners.</li> </ol> </li> <li>4. Perform other tasks agreed upon during Board of Commissioners meetings.</li> </ol> |

## PEDOMAN DEWAN KOMISARIS (BOARD CHARTER/MANUAL)

Per 31 Desember 2022, Perusahaan belum memiliki Piagam (Charter) Dewan Komisaris. Pelaksanaan fungsi Dewan Komisaris mengacu pada *Board Manual* yang merupakan petunjuk tata laksana tugas dan wewenang Dewan Komisaris dalam tugas pengawasan dan pemberian nasihat kepada Direksi terkait kebijakan dan jalannya pengurusan Perusahaan.

*Board Manual* memuat kumpulan dari prinsip-prinsip hukum korporasi dan ketentuan yang mengacu pada peraturan

## CHARTER OF THE BOARD OF COMMISSIONERS/BOARD MANUAL

As of December 31, 2022, the Company has yet to establish a Board of Commissioners charter. However, the Company has developed a Board Manual to guide the Board of Commissioners in carrying out their functions and roles in overseeing and advising the Board of Directors on policies and the management of the Company.

The Board Manual is a compilation of legal principles and provisions related to the laws and regulations, the Articles



perundang-undangan, Anggaran Dasar maupun peraturan Perusahaan yang mengatur mengenai tata kerja Dewan Komisaris.

*Board Manual* terakhir diperbarui pada 28 Desember 2021. Penyusunan *Board Manual* Dewan Komisaris disesuaikan dengan ketentuan dan peraturan perundang-undangan yang berlaku.

### **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 Perusahaan 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 Perusahaan 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 Perusahaan 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 Tbk, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perusahaan 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.

Adapun tujuan penyusunan *Board Manual* adalah sebagai berikut:

1. Menjadi Pedoman umum bagi Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya dalam organisasi PT Semen Baturaja 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*.

*Board Manual* Dewan Komisaris memuat:

1. Komposisi Dewan Komisaris.
2. Fungsi Dewan Komisaris.
3. Persyaratan Dewan Komisaris.
4. Keanggotaan Dewan Komisaris.
5. Lowong Jabatan Dewan Komisaris.

of Association, and the Company's regulations governing the working procedures of the Board of Commissioners.

The latest update to the Board Manual was made on December 28, 2021. The preparation of the Board Manual for the Board of Commissioners adheres to the applicable laws and regulations.

### **Board Manual for the Board of Commissioners**

In order to implement the principles of Good Corporate Governance and serve the interests of shareholders and stakeholders, both the Board of Directors and the Board of Commissioners require guidelines to manage the Company in accordance with objectives and regulations. Under the Indonesian legal system, the relationship between the Board of Commissioners and the Board of Directors is based on the two-tiers system principle, which clearly separates the duties and obligations of each organ. The Board of Directors is responsible for leading and managing the Company, while the Board of Commissioners supervises and provides advice on their actions.

Both organs have the responsibility to maintain the Company's long-term business continuity, which requires a clear system and structure based on the principles of Good Corporate Governance (GCG). The functions, duties, and work relations of each Company Organ must be 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 Tbk, which serves as a reference in carrying out their functions and roles in accordance with prevailing laws and regulations. The Board Manual is one of the tools used to implement GCG principles and refers to the Articles of Association and applicable legal basics.

The Board Manual serves several objectives, including:

1. Providing general guidelines for the Board of Commissioners and the Board of Directors to carry out their functions and roles within PT Semen Baturaja Tbk.
2. Describing various matters related to the implementation, duties, authorities, responsibilities, rights, and obligations, as well as the relationship between the Board of Directors and the Board of Commissioners.
3. Applying the principles of Good Corporate Governance (GCG), namely transparency, accountability, responsibility, independence, and fairness.

The Board of Commissioners Manual contains:

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. 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 ataupun pemberhentian Dewan Komisaris dilakukan melalui mekanisme yang diatur dalam Peraturan Menteri BUMN No. 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 No. PER-10/MBU/10/2020.

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

Program pengenalan bagi anggota Dewan Komisaris baru sangat penting untuk dilaksanakan dalam rangka memberikan gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya. Pelaksanaan program pengenalan bagi Dewan Komisaris yang baru menjabat diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perusahaan.

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 the Board of Commissioners are carried out in accordance with the mechanism stipulated in the Minister of SOE Regulation No. PER-02/MBU/02/2015, which outlines the requirements and procedures for appointing and dismissing members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises. This regulation was amended by the Minister of SOE Regulation Number PER-10/MBU/10/2020.

The regulation specifies that members of the Board of Commissioners are appointed and dismissed by the General Meeting of Shareholders (GMS), which is attended and approved by the Series A Dwiwarna Shareholders. The GMS selects members of the Board of Commissioners from candidates proposed by the Series A Dwiwarna Shareholders, and these nominations are binding for the GMS.

This provision also applies to GMS held to revoke or strengthen the decision to temporarily dismiss a member of the Board of Directors by the Board of Commissioners. The GMS decision regarding the appointment and dismissal of members of the Board of Commissioners also determines when the appointment and dismissal take effect. If the GMS does not specify the effective date, the appointment and dismissal of members of the Board of Commissioners shall take effect from the closing of the GMS. 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

An induction program for new members of the Board of Commissioners is essential to provide a comprehensive overview of the Company, including its objectives, nature and scope of activities, financial and operational performance, strategy, short and long-term business plans, competitive position, risks, and strategic issues. The guidelines for the implementation of the induction program for newly appointed members of the Board of Commissioners are outlined in the Board of Directors' Decree concerning the Company's New Board of Directors and Board of Commissioners Introduction Program.



Tanggung jawab pelaksanaan program pengenalan ini berada pada *Corporate Secretary* atau siapapun yang menjalankan fungsi sebagai *Corporate Secretary*. Adapun dokumen-dokumen penunjang lain yang disampaikan Perusahaan, antara lain:

1. Laporan tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP);
2. Rencana Jangka Panjang Perusahaan (RJPP);
3. Anggaran Dasar Perusahaan;
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
11. Peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris.

Selain itu, program pengenalan ini juga dapat berupa presentasi, pertemuan, kunjungan ke Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan di mana program tersebut dilaksanakan.

Di tahun 2022, Perusahaan tidak melaksanakan program pengenalan Perusahaan dikarenakan tidak terdapat Dewan Komisaris baru, meskipun ada perubahan komposisi dan susunan Dewan Komisaris di sepanjang tahun 2022.

## PROGRAM KERJA DEWAN KOMISARIS

Dalam menjalankan fungsinya, Dewan Komisaris mengacu pada pedoman pelaksanaan kerja untuk menciptakan pelaksanaan tugas dan tanggung jawab pengawasan Perusahaan agar lebih efisien, efektif, transparan, kompeten, independen dan dapat dipertanggungjawabkan, yang disusun berdasarkan Anggaran Dasar Perusahaan serta sejumlah peraturan perundang-undangan terkait, meliputi:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang No. 19 tahun 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 No. 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 Perusahaan secara efisien, efektif, transparan, kompeten, independen, dan dapat dipertanggungjawabkan sesuai

The Corporate Secretary, or anyone performing the function of Corporate Secretary, is responsible for implementing this introduction program. The program includes several supporting documents such as:

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. Regulations related to the implementation of the duties of the Board of Commissioners.

Furthermore, the introduction program may take different forms such as presentations, meetings, visits to companies, review of documents or other appropriate programs, depending on the company where the program is implemented.

In 2022, the Company did not carry out the Company introduction program due to the absence of new Board of Commissioners, although changes in the composition and structure of the Board of Commissioners occurred throughout the year.

## WORK PROGRAM OF THE BOARD OF COMMISSIONERS

When carrying out its duties, the Board of Commissioners follows a set of guidelines to ensure the efficient, effective, transparent, competent, independent, and accountable execution of its supervisory responsibilities. These guidelines are prepared based on the Company's Articles of Association and relevant laws and regulations, which include:

1. Law No. 40 of 2007 on Limited Liability Companies.
2. Law No. 19 of 2003 on SOE.
3. Regulation of the Minister of SOE No. PER-09/MBU/2012 on the Amendment to Regulation of the State Minister of SOE 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).

Preparation of the work implementation guidelines as a reference for the implementation of duties and responsibilities of the Company's supervision in an efficient, effective, transparent, competent, independent and accountable manner





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;
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.

## PELAKSANAAN TUGAS DEWAN KOMISARIS DI TAHUN 2022

Di tahun 2022, Dewan Komisaris telah menjalankan tugas dan tanggung jawabnya terkait fungsi pengawasan terhadap Perusahaan, sebagai berikut:

1. Pemberian persetujuan atas Rencana Kerja dan Anggaran Perusahaan Tahun 2022 melalui surat No. S-01/DK-SB/I/2022 tanggal 20 Januari 2022;
2. Melakukan telaahan atas Laporan Hasil Evaluasi Kinerja bulanan/triwulanan/semesteran Tahun 2022 dalam rapat-rapat yang dilaksanakan setiap bulan, sebagai berikut:
  - a. 19 Januari 2022 reuiu kinerja tahun 2021;
  - b. 15 Februari 2022 reuiu kinerja bulan Januari 2022;
  - c. 16 Maret 2022 reuiu kinerja bulan Februari 2022;
  - d. 19 April 2022 reuiu kinerja bulan Maret 2022;
  - e. 17 Mei 2022 reuiu kinerja bulan April 2022;
  - f. 14 Juni 2022 reuiu kinerja bulan Mei 2022;
  - g. 11 Juli 2022 reuiu kinerja bulan Juni 2022;
  - h. 18 Juli 2022 reuiu kinerja Semester I Tahun 2022;
  - i. 28 Juli 2022 reuiu dan tindak lanjut terkait piutang bermasalah per 15 Juli 2022, dan *update* terkait integrasi dengan SIG;
  - j. 10 Agustus 2022 reuiu kinerja bulan Juli 2022;
  - k. 20 September 2022 reuiu kinerja bulan Agustus 2022;
  - l. 18 Oktober 2022 reuiu kinerja bulan September 2022;
  - m. 22 November 2022 reuiu kinerja bulan Oktober 2022;
  - n. 20 Desember 2022 kinerja bulan November 2022.
3. Menyusun Laporan Tugas Pengawasan Dewan Komisaris yang merupakan bagian dari Laporan Tahunan 2021 melalui Surat No. S-11/DK-SB/III/2022 tanggal 15 Maret 2022;
4. Penunjukan KAP untuk audit laporan kinerja tahun 2022 melalui Surat No. S-08/DK-SB/III/2022 tanggal 01 Maret 2022 dan S-09/DK-SB/III/2022 tanggal 01 Maret 2022;

in accordance with applicable laws and regulations. The scope of the Board of Commissioners' Charter includes:

1. The composition, appointment, dismissal, and term of office of Board of Commissioners positions;
2. Nomination and membership requirements for the Board of Commissioners;
3. An introductory program for new members of the Board of Commissioners;
4. The duties, responsibilities, authorities, and delegated authorities of the Board of Commissioners;
5. The supporting committees of the Board of Commissioners;
6. Sustainable remuneration and education for Board of Commissioners members;
7. The meeting mechanism and procedures of the Board of Commissioners;
8. A Code of Conduct;
9. The accountability of the Board of Commissioners;
10. The relationship between the Board of Commissioners and the Board of Directors;
11. Performance assessment of the Board of Commissioners.

## DUTIES IMPLEMENTATION OF THE BOARD OF COMMISSIONERS IN 2022

In 2022, the Board of Commissioners fulfilled its supervisory duties and responsibilities pertaining to the Company as follows:

1. Approved the Company's 2022 Work Plan and Budget via Letter No. S-01/DK-SB/I/2022 dated January 20, 2022.
2. Conducted a review of the 2022 monthly/quarterly/semester Performance Evaluation Report in meetings held every month, as follows:
  - a. January 19, 2022, review on performance of 2021;
  - b. February 15, 2022, review on performance of January 2022;
  - c. March 16, 2022, review on performance of February 2022;
  - d. April 19, 2022, review on performance of March 2022;
  - e. May 17, 2022, review on performance of April 2022;
  - f. June 14, 2022, review on performance of May 2022;
  - g. July 11, 2022, review on performance of June 2022;
  - h. July 18, 2022, review on performance of Semester I in 2022;
  - i. July 28, 2022, review and follow-up regarding non-performing receivables as of July 15, 2022, and updates regarding integration with SIG;
  - j. August 10, 2022, review on performance of July 2022;
  - k. September 20, 2022, review on performance of August 2022;
  - l. October 18, 2022, review on performance of September 2022;
  - m. November 22, 2022, review on performance of October 2022;
  - n. December 20, 2022, November 2022 performance.
3. Prepared a Supervisory Task Report for the Board of Commissioners as part of the 2021 Annual Report, issued via Letter No. S-11/DK-SB/III/2022 dated March 15, 2022.
4. Appointed a KAP to audit the 2022 performance report through Letter No. S-08/DK-SB/III/2022 dated March 01, 2022 and S-09/DK-SB/III/2022 dated March 01, 2022.





5. Melakukan pemantauan dan evaluasi atas realisasi RKAP Tahun 2022 dan memberikan saran/arahan kepada Direksi apabila diperlukan dalam rapat yang dilakukan paling kurang satu kali dalam sebulan, yaitu pada 31 Januari 2022 mengenai Program Kerja Tim Produktivitas Tahun 2022;
6. Melakukan pemantauan dan evaluasi Prognosa Tahun 2022 dan memberikan saran/arahan kepada Direksi apabila diperlukan dalam rapat tentang Realisasi KPI Korporat dan KPI masing-masing Direktorat Triwulan I Tahun 2022 pada tanggal 27 April 2022;
7. Reviu dan memberikan saran/arahan serta menyetujui Revisi RKAP 2022 Perusahaan;
8. Melakukan pemantauan dan evaluasi atas Sistem Teknologi Informasi dalam rangka optimalisasi pemanfaatan SAP;
9. Melakukan pemantauan dan evaluasi penerapan GCG serta melakukan tindak lanjut hasil assessment GCG.

5. Monitored and evaluated the implementation of the 2022 RKAP, and provided necessary adjustments during monthly meetings, such as the one held on January 31, 2022, which discussed the 2022 Productivity Team Work Program.
6. Monitored and evaluated the Prognosis for 2022, and provided advice/directions to the Board of Directors, if required, during a meeting regarding the Realization of Corporate KPI and KPI of each Directorate for Quarter I of 2022 on April 27, 2022.
7. Reviewed, provided advice/directions, and approved the Company's 2022 RKAP Revision.
8. Monitored and evaluated the Information Technology Systems, and provided advice on how to optimize the use of SAP.
9. Monitored and evaluated the implementation of GCG and followed up on the results of the GCG assessment, providing advice/directions to the Board of Directors.

## PENILAIAN KOMITE DI BAWAH DEWAN KOMISARIS TAHUN 2022

### Dasar Penilaian

Dasar penilaian terhadap Komite di bawah Dewan Komisaris adalah 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 yang telah ditetapkan oleh Dewan Komisaris sebagai pelaksana penilaian. Penilaian kinerja Komite Audit dilakukan setiap triwulan, termasuk untuk menilai kepatuhan organisasi maupun individu anggota komite.

Dalam mencapai kinerja yang baik, penilaian tersebut juga dilakukan dengan mempertimbangkan realisasi dan penyelesaian program kerja yang tercantum dalam rencana kerja dan dilaporkan kepada Dewan Komisaris dalam laporan komite. Hasil dari penilaian ini, dijadikan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Audit untuk periode jabatan berikutnya.

### Hasil Penilaian

#### Komite Audit

Komite Audit telah menjalankan tugas dan tanggung jawabnya sesuai dengan Rencana Kerja Komite Audit serta telah dilaporkan kepada Dewan Komisaris. Adapun indikator penilaian tersebut meliputi pelaksanaan tugas komite di bidang audit, kecukupan proses pengendalian internal dan penyusunan laporan keuangan. Di tahun 2022, Komite Audit telah melaksanakan rapat sebanyak 5 (lima) atau 100,00% dan memberikan rekomendasi-rekomendasi yang baik bagi Perusahaan.

#### Komite Manajemen Risiko

Komite Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya sesuai dengan Rencana Kerja Komite

## 2022 ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

### Basis of Assessment

The evaluation of committees under the Board of Commissioners is based on several criteria, including the level of attendance at committee meetings and internal meetings of the Board of Commissioners, the quality of written contributions and recommendations, the accuracy of oral recommendations, and the degree of initiative and innovation demonstrated by the Board of Commissioners. The Audit Committee's performance is assessed quarterly, including an assessment of compliance by both the committee and individual members.

To achieve good performance, the assessment takes into account the realization and completion of the work program listed in the work plan and reported to the Board of Commissioners in the committee's report. The results of this assessment are used to determine whether to reappoint or dismiss members of the Audit Committee for the next term of office.

### Assessment Results

#### Audit Committee

The Audit Committee has fulfilled its duties and responsibilities in accordance with the Audit Committee Work Plan and reported to the Board of Commissioners. The evaluation criteria include the implementation of audit committee duties, the adequacy of internal control processes, and the accuracy of financial reports. In 2022, the Audit Committee held all 5 (five) meetings or 100% and provided sound recommendations for the Company

#### Risk Management Committee

The Risk Management Committee has fulfilled its duties and responsibilities in accordance with the Risk



Manajemen Risiko serta telah dilaporkan kepada Dewan Komisaris. Adapun indikator penilaian tersebut meliputi pelaksanaan tugas komite di bidang manajemen risiko, seperti pengkajian kebijakan manajemen risiko, *monitoring* risiko utama *corporate*, RKAP dan RJPP. Di tahun 2022, Komite Manajemen Risiko telah melaksanakan rapat sebanyak 5 (lima) atau 100,00% dan memberikan rekomendasi-rekomendasi yang baik bagi Perusahaan.

### Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya sesuai dengan Rencana Kerja Komite Nominasi dan Remunerasi serta telah dilaporkan kepada Dewan Komisaris. Adapun indikator penilaian tersebut meliputi pelaksanaan tugas komite dalam melakukan *monitoring*, evaluasi dan memberikan rekomendasi terhadap struktur remunerasi dan sistem penilaian kinerja di perusahaan. Di tahun 2022, Komite Nominasi dan Remunerasi telah melaksanakan rapat sebanyak 5 (lima) atau 100,00% dan memberikan rekomendasi-rekomendasi yang baik bagi Perusahaan.

## PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

### Kebijakan

Dalam rangka mendukung pelaksanaan tugas dan tanggung jawab Dewan Komisaris, Perusahaan senantiasa memberikan program pengembangan kompetensi untuk 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 strategis dan formulasinya.
4. Pengetahuan berkaitan dengan manajemen risiko.
5. Pengetahuan berkaitan dengan pelaporan keuangan yang berkualitas.

Kebijakan terkait pengembangan kompetensi Dewan Komisaris juga diatur dalam SK Dewan Komisaris No. SK-02/DK-SB/XI/2011 tentang Panduan Program Pengenalan Perusahaan dan Program Peningkatan Kapabilitas bagi Anggota Dewan Komisaris Perusahaan (Persero) PT Semen Baturaja.

### Pelaksanaan Kegiatan

Rincian realisasi pengembangan kompetensi Dewan Komisaris disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

Management Committee Work Plan and reported to the Board of Commissioners. The evaluation criteria include the implementation of committee duties in risk management, such as reviewing risk management policies, monitoring major corporate risks, RKAP and RJPP. In 2022, the Risk Management Committee held all 5 (five) meetings or 100% and provided sound recommendations for the Company.

### Nomination and Remuneration Committee

The Nomination and Remuneration Committee has fulfilled its duties and responsibilities in accordance with the Nomination and Remuneration Committee Work Plan and reported to the Board of Commissioners. The evaluation criteria include the implementation of committee duties in monitoring, evaluating, and providing recommendations on the remuneration structure and performance appraisal system in the company. In 2022, the Nomination and Remuneration Committee held all 5 (five) meetings or 100% and provided sound recommendations for the Company.

## COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS

### Policy

To facilitate the Board of Commissioners in performing their duties and responsibilities effectively, the Company continually provides competency development programs. These programs aim to improve the effectiveness of the Board's work by enhancing the knowledge and skills of each member. The Board of Commissioners can participate in competency improvement programs such as seminars and training courses related to the following topics:

1. The principles of corporate law, regulations related to the Company's business activities, and the internal control system.
2. Government policies relevant to the Company's strategic environment, core business, and the latest developments in the industry.
3. Strategic management and its formulation.
4. Risk management.
5. Quality financial reporting

The policies related to the competency development of the Board of Commissioners are set out in the Decree of the Board of Commissioners No. SK-02/DK-SB/XI/2011, which outlines the guidelines for the Company Introduction Program and Capability Building Program for Members of the Board of Commissioners of PT Semen Baturaja (Persero).

### Activities

The details regarding the development of the Board of Commissioners' competencies are presented in the "Company Profile" chapter 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 keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau pemegang saham pengendali atau dengan perusahaan yang mungkin menghalangi atau menghambat posisinya untuk bertindak independen sesuai dengan prinsip-prinsip GCG.

Per 31 Desember 2022, jumlah Komisaris Independen Perusahaan berjumlah 2 (dua) dari total 4 (empat) orang atau >50% (lima puluh persen). Jumlah ini telah memenuhi ketentuan sesuai dengan 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 2014, yang menyatakan bahwa setiap perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% (tiga puluh persen) dari jumlah seluruh anggota.

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

Berdasarkan 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;
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.

Independent Commissioners are members of the Board of Commissioners who have no financial, managerial, share ownership, and/or family relationships with other members of the Board of Commissioners, Board of Directors, controlling shareholders, or companies that may hinder their ability to act independently in accordance with GCG principles.

As of December 31, 2022, there were two Independent Commissioners in the Company out of a total of four members, which is more than 50%. This number is in compliance with the regulations set by the Indonesian Stock Exchange, specifically KEP-305/BEJ/07-2004 concerning Regulation No. I-A, which requires that every public company must have at least 30% Independent Commissioners of the total number of members, as well as the Financial Services Authority Regulation concerning Directors and Board of Commissioners of Issuers or Public Companies No. 33/POJK.04/2014 dated December 8, 2014.

The statutory provisions mandate a minimum of 30% for Independent Commissioners, which provides adequate support for the check and balance mechanism.

### 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;
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*).

Perusahaan memiliki 2 (dua) Komisaris Independen, yakni Darusman Mawardi dan Chowadja Sanova yang telah menandatangani Pakta Integritas (*Letter of Undertaking*) No. PH.05.04/0001/2022.

Dalam Pakta Integritas tersebut, Komisaris Independen menyatakan bahwa:

1. Saya melaksanakan tugas sesuai dengan kewenangan yang diberikan oleh Anggaran Dasar Perusahaan 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 Perusahaan, 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*).
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*).

Penandatanganan Surat Pernyataan Pemenuhan Persyaratan terkait Pengangkatan sebagai Komisaris Independen PT Semen Baturaja telah disesuaikan 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, 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

## STATEMENT OF INDEPENDENCY OF INDEPENDENT COMMISSIONERS

The guidelines that regulate conflicts of interest for the Board of Commissioners are included in the GCG Guidelines. To comply with these guidelines, the Board of Commissioners has implemented provisions related to conflicts of interest, one of which is the signing of an Integrity Pact (*Letter of Undertaking*).

The company has two Independent Commissioners, namely Darusman Mawardi and Chowadja Sanova, who have signed the Integrity Pact (*Letter of Undertaking*) No. PH.05.04/0001/2022.

In the Integrity Pact, the Independent Commissioners individually stated that:

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*).
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.
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 signing of the Declaration of Fulfillment of Requirements related to the appointment of Independent Commissioner at PT Semen Baturaja has been aligned with the provisions of Article 21 Article 4 paragraph (1) and (2) of Financial Services Authority Regulation No. 33/POJK.04/2014, which deals with Directors and Board of Commissioners of Issuers or Public Companies, stating that:

1. The individual must have good character, moral standing, and integrity.
2. The person must be capable of taking legal actions.
3. Within the last five years, and during their term of office, the individual should:
  - a. Not have been declared bankrupt;
  - b. Not have been a member of the Board of Directors





- 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:

- i) Pernah tidak menyelenggarakan RUPS tahunan;
- ii) 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
- iii) 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.

- 4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
- 5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perusahaan.
- 6. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perusahaan pada periode berikutnya.
- 7. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan.
- 8. Tidak mempunyai hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perusahaan.
- 9. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan tersebut.

and/or Board of Commissioners who was found guilty of causing a company to go bankrupt;

- c. Not have been convicted of a crime that resulted in losses to state finances or is related to the financial sector;
- d. Not have been a member of the Board of Directors and/or Board of Commissioners who during their tenure:

- i) Did not hold Annual GMS;
- ii) Was not accepted by the GMS as a member of the Board of Directors and/or Board of Commissioners, or did not provide accountability to the GMS as a member of the Board of Directors and/or Board of Commissioners; and
- iii) 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.

- 4. Must be committed to complying with laws and regulations.
- 5. Must possess knowledge and/or expertise in the fields required by the Company.
- 6. Cannot be a person who has worked or had authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except in cases of re-appointment as the Company's Independent Commissioner for the next period.
- 7. Cannot hold shares, either directly or indirectly, in the Company.
- 8. Must have no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
- 9. Must have no business relationship, either directly or indirectly, relating to the Company's business activities.





# URAIAN DIREKSI

## DESCRIPTION OF THE BOARD OF DIRECTORS

Direksi adalah organ GCG yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengelolaan atas Perusahaan untuk kepentingan dan tujuan Perusahaan sesuai dengan ketentuan Anggaran Dasar serta melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi.

Direksi mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui RUPS. Pertanggungjawaban Direksi kepada RUPS merupakan perwujudan akuntabilitas pengelolaan Perusahaan sesuai dengan prinsip-prinsip GCG. Tugas dan tanggung jawab Direksi mengacu pada *Board Manual* Dewan Komisaris dan Direksi Perusahaan, di mana pelaksanaannya dijalankan dengan itikad baik dan penuh dengan rasa tanggung jawab dan tetap berpegang pada peraturan perundang-undangan yang berlaku.

Pembagian tugas, wewenang dan tanggung jawab Direksi, meliputi:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan dan bertanggung jawab atas pengurusan Perusahaan untuk kepentingan Perusahaan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan 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.

The Board of Directors is a corporate governance (GCG) organ that collectively bears the responsibility for managing the Company in accordance with the provisions of the Articles of Association, while adhering to GCG principles at all levels of the organization.

The Board of Directors is accountable to shareholders through the General Meeting of Shareholders (GMS). Accountability to the GMS is a crucial aspect of the Board of Directors' responsibility in managing the Company in accordance with GCG principles. The Board of Directors' duties and responsibilities are defined in the Board Manual of the Board of Commissioners and the Board of Directors of the Company, which guides them to act in good faith and with full responsibility, adhering to applicable laws and regulations.

The division of duties, authorities, and responsibilities of the Board of Directors includes the following:

1. The Board of Directors is responsible for managing all aspects related to the Company's operations and ensuring that they are in line with the Company's interests and objectives. Additionally, the Board of Directors represents the Company both internally and externally, within the limits set by the provisions of the laws and regulations, the Articles of Association, and the Resolutions of the GMS.
2. To fulfill its management duties and responsibilities, the Board of Directors is obligated to convene the annual GMS and other GMS, as required by the provisions of laws and regulations and the Articles of Association.

### KOMPOSISI

Di tahun 2022, terdapat perubahan komposisi Direksi Perusahaan berdasarkan Keputusan RUPS Tahunan tahun buku 2021, tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.

Adapun kronologis perubahan komposisi dan susunan Direksi per 31 Desember 2022, adalah sebagai berikut:

### COMPOSITION

In 2022, the composition of the Company's Board of Directors was altered following the Annual GMS resolution for the 2021 fiscal year on March 25, 2022, as stated in Notary Fathiah Helmi, S.H.'s Deed No. 21 dated April 18, 2022.

The chronology of changes in the Board of Directors' composition as of December 31, 2022, is outlined below:

#### Kronologis Perubahan Komposisi Direksi Sepanjang Tahun 2022

##### Chronology of Changes in the Composition of the Board of Directors in 2022

| Periode 01 Januari – 25 Maret 2022<br>Period January 01 – March 25, 2022 | Periode 25 Maret – 31 Desember 2022<br>Periode March 25 – December 31, 2022 | Keterangan<br>Description                                                                                                                     |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Jobi Triananda Hasjim<br>(Direktur Utama)<br>(President Director)        |                                                                             | Tidak lagi menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>No longer Serving as a member of the Board of Directors since March 25, 2022 |



### Kronologis Perubahan Komposisi Direksi Sepanjang Tahun 2022

Chronology of Changes in the Composition of the Board of Directors in 2022

| Periode 01 Januari – 25 Maret 2022<br>Period January 01 – March 25, 2022                          | Periode 25 Maret – 31 Desember 2022<br>Periode March 25 – December 31, 2022                                     | Keterangan<br>Description                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daconi Khotob<br>(Direktur Produksi dan Pengembangan)<br>(Director of Production and Development) | Daconi Khotob<br>(Direktur Utama)<br>(President Director)                                                       | Daconi Khotob diberhentikan sebagai Direktur Produksi dan Pengembangan, dan diangkat sebagai Direktur Utama sejak 25 Maret 2022<br>Daconi Khotob was dismissed as Director of Production and Development, and appointed as President Director since March 25, 2022 |
| Mukhamad Saifudin<br>(Direktur Pemasaran)<br>(Director of Marketing)                              | Mukhamad Saifudin<br>(Direktur Pemasaran)<br>(Director of Marketing)                                            | -                                                                                                                                                                                                                                                                  |
| M. Jamil<br>(Direktur Keuangan dan Manajemen Risiko)<br>(Director of Finance and Risk Management) |                                                                                                                 | Tidak lagi menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>No longer Serving as a member of the Board of Directors since March 25, 2022                                                                                                                      |
| Amrullah<br>(Direktur Umum & SDM)]<br>(Director of General Affairs & HR)                          |                                                                                                                 | Tidak lagi menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>No longer Serving as a member of the Board of Directors since March 25, 2022                                                                                                                      |
|                                                                                                   | Suherman Yahya<br>(Direktur Produksi dan Pengembangan)<br>(Director of Production and Development)              | Menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>Serving in the Board of Directors since March 25, 2022                                                                                                                                                       |
|                                                                                                   | Tubagus Muhammad Dharury<br>(Direktur Keuangan dan Manajemen Risiko)<br>Director of Finance and Risk Management | Menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>Serving in the Board of Directors since March 25, 2022                                                                                                                                                       |
|                                                                                                   | Gatot Mardiana<br>(Direktur Umum dan SDM)<br>Director of General Affairs and HR                                 | Menjabat dalam jajaran Direksi sejak 25 Maret 2022<br>Serving in the Board of Directors since March 25, 2022                                                                                                                                                       |

### Komposisi serta Susunan Direksi per 31 Desember 2022

Composition of the Board of Directors as of December 31, 2022

| Nama<br>Name  | Jabatan<br>Position                  | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Status Independensi<br>Status of Independency |                                   | Tanggung Jawab yang Diemban<br>Assumed Responsibility                                   | Kelompok Kepentingan<br>Interest Group |
|---------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------|
|               |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Independen<br>Independent                     | Non Independen<br>Non-Independent |                                                                                         |                                        |
| Daconi Khotob | Direktur Utama<br>President Director | <ul style="list-style-type: none"> <li>Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 8 tanggal 5 Juni 2017.</li> <li>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022</li> <li>Resolutions of the Annual General Meeting of Shareholders dated April 27, 2017 stated in the Deed of Notary Fathiah Helmi, S.H., No. 8 dated June 5, 2017.</li> </ul> | √                                             | -                                 | Tidak terdapat tanggung jawab khusus yang diemban<br>No specific responsibility assumed | Tidak ada<br>None                      |





**Komposisi serta Susunan Direksi per 31 Desember 2022**  
Composition of the Board of Directors as of December 31, 2022

| Nama<br>Name             | Jabatan<br>Position                                                               | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                             | Status Independensi<br>Status of Independency |                                   | Tanggung Jawab yang Diemban<br>Assumed Responsibility                                   | Kelompok Kepentingan<br>Interest Group |
|--------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------|
|                          |                                                                                   |                                                                                                                                                                                                                                                                                        | Independen<br>Independent                     | Non Independen<br>Non-Independent |                                                                                         |                                        |
|                          |                                                                                   | <ul style="list-style-type: none"> <li>Resolutions of the Annual General Meeting of Shareholders dated March 25 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022.</li> </ul>                                                                               |                                               |                                   |                                                                                         |                                        |
| Mukhamad Saifudin        | Direktur Pemasaran<br>Director of Marketing                                       | Keputusan RUPS Tahunan pada 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020. Resolutions of Annual GMS on August 05, 2020 as stated in Notarial Deed Fathiah Helmi, S.H., No. 29 dated August 13, 2020                          | √                                             | -                                 | Tidak terdapat tanggung jawab khusus yang diemban<br>No specific responsibility assumed | Tidak ada<br>None                      |
| Suherman Yahya           | Direktur Produksi dan Pengembangan<br>Director of Production and Development      | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | √                                             | -                                 | Tidak terdapat tanggung jawab khusus yang diemban<br>No specific responsibility assumed | Tidak ada<br>None                      |
| Tubagus Muhammad Dharury | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | √                                             | -                                 | Tidak terdapat tanggung jawab khusus yang diemban<br>No specific responsibility assumed | Tidak ada<br>None                      |
| Gatot Mardiana           | Direktur Umum dan SDM<br>Director of General Affairs and HR                       | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | √                                             | -                                 | Tidak terdapat tanggung jawab khusus yang diemban<br>No specific responsibility assumed | Tidak ada<br>None                      |





Sementara itu, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan komposisi dan susunan Direksi serta nomenklatur jabatan Direksi berdasarkan Keputusan RUPS Luar Biasa yang diselenggarakan pada 24 Januari 2023, yang memberhentikan dengan hormat Mukhamad Saifudin selaku Direktur Pemasaran, dan Gatot Mardiana selaku Direktur Umum dan SDM, serta merubah nomenklatur jabatan Suherman Yahya dari Direktur Produksi dan Pengembangan menjadi Direktur (Fungsi Operasi), serta Tubagus Muhammad Dharury dari Direktur Keuangan dan Manajemen Risiko menjadi Direktur (Fungsi Keuangan dan SDM).

Adapun komposisi dan susunan Direksi sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagai berikut:

As of the signing of this Annual Report, there have been changes in the composition and nomenclature of the Board of Directors based on the Extraordinary GMS Decision held on January 24, 2023. The decision respectfully dismissed Mukhamad Saifudin from his position as Director of Marketing, and Gatot Mardiana from his position as Director of General Affairs and HR. Additionally, the nomenclature of Suherman Yahya's position was changed from Director of Production and Development to Director (Operations Function), and Tubagus Muhammad Dharury's position from Director of Finance and Risk Management to Director (Function of Finance and HR).

The current composition of the Board of Directors at the time of signing this Annual Report is as follows:

**Komposisi serta Susunan Direksi Sampai dengan Laporan Tahunan ini Ditandatangani**  
Composition of the Board of Directors Up to the Signing of this Annual Report

| Nama<br>Name             | Jabatan<br>Position                                                      | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Periode Jabatan<br>Term of Office                            |
|--------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Daconi Khotob            | Direktur Utama<br>President Director                                     | <ul style="list-style-type: none"> <li>Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 8 tanggal 05 Juni 2017.</li> <li>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.</li> <li>Resolutions of the Annual General Meeting of Shareholders dated April 27, 2017 stated in the Deed of Notary Fathiah Helmi, S.H., No. 8 dated June 05, 2017.</li> <li>Resolutions of the Annual General Meeting of Shareholders dated March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022.</li> </ul>                                                                                     | 25 Maret 2022 -<br>RUPS 2027<br>March 25, 2022 -<br>2027 GMS |
| Suherman Yahya           | Direktur (Fungsi Operasi)<br>Director (Operational Function)             | <p>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Kemudian berdasarkan keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Produksi dan Pengembangan, menjadi Direktur (Fungsi Operasi).</p> <p>Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18 2022. Then based on the decision of the Extraordinary General Meeting of Shareholders dated January 24, 2023, there was a change in the position nomenclature from Director of Production and Development to Director (Operational Function).</p>                   | 25 Maret 2022 -<br>RUPS 2027<br>March 25, 2022 -<br>2027 GMS |
| Tubagus Muhammad Dharury | Direktur (Fungsi Keuangan dan SDM)<br>Director (Finance and HR Function) | <p>Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022. Kemudian berdasarkan Keputusan RUPS Luar Biasa tanggal 24 Januari 2023, terdapat perubahan nomenklatur jabatan dari Direktur Keuangan dan Manajemen Risiko, menjadi Direktur (Fungsi Keuangan dan SDM).</p> <p>Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18 2022. Then based on the decision of the Extraordinary General Meeting of Shareholders dated January 24 2023, there was a change in the position nomenclature from Director of Finance and Risk Management to Director (Function of Finance and HR)</p> | 25 Maret 2022 -<br>RUPS 2027<br>March 25, 2022 -<br>2027 GMS |

Profil masing-masing Direksi yang menjabat per 31 Desember 2022 dan sampai dengan Laporan Tahunan ini ditandatangani, telah disajikan pada Bab "Profil Perusahaan" dalam Laporan Tahunan ini

The profile of each of the Directors who served as of December 31, 2022 and up to the signing of this Annual Report, has been presented in the "Company Profile" Chapter of this Annual Report

## MASA JABATAN

Masa jabatan anggota Direksi diatur dalam Anggaran Dasar, yakni 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 perundang-undangan di bidang Pasar Modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-

## TERMS OF OFFICE

The term of office for members of the Board of Directors is stipulated in the Articles of Association. According to this regulation, members of the Board of Directors are appointed and their term of office ends at the close of the fifth Annual GMS after their appointment. The term should not exceed five years, and should comply with laws and regulations in





waktu dapat memberhentikan para anggota Direksi sebelum masa jabatannya berakhir. Adapun masing-masing anggota Direksi Perusahaan telah diangkat berdasarkan RUPS, dengan rincian keterangan sebagai berikut:

the Capital Market sector. However, the GMS has the right to dismiss members of the Board of Directors at any time before the end of their term of office. Each member of the Company's Board of Directors has been appointed based on the GMS decision, with detailed information provided as follows:

| Nama<br>Name             | Jabatan<br>Position                                                               | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                | Masa Jabatan<br>Term of Office |
|--------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Daconi Khotob            | Direktur Utama<br>President Director                                              | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | 2022-2027                      |
| Mukhamad Saifudin        | Direktur Pemasaran<br>Director of Marketing                                       | Keputusan RUPS Tahunan pada 05 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 29 tanggal 13 Agustus 2020.<br>Resolution of the Annual GMS on August 05, 2020 stated in the Deed of Notary Fathiah Helmi, S.H., No. 29 dated August 13, 2020.                    | 2020-2025                      |
| Suherman Yahya           | Direktur Produksi dan Pengembangan<br>Director of Production and Development      | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | 2022-2027                      |
| Tubagus Muhammad Dharury | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | 2022-2027                      |
| Gatot Mardiana           | Direktur Umum dan SDM<br>Director of General Affairs & HR                         | Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, S.H., No. 21 tanggal 18 April 2022.<br>Resolution of the Annual General Meeting of Shareholders on March 25, 2022 stated in the Deed of Notary Fathiah Helmi, S.H., No. 21 April 18, 2022. | 2022-2027                      |

## TUGAS, WEWENANG DAN TANGGUNG JAWAB DIREKSI

Direksi diwajibkan untuk mencurahkan tenaga, pikiran, perhatian dan pengabdian secara penuh pada tugas kewajiban dan pencapaian tujuan Perusahaan 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, attention, and dedication to the duties and achievement of the Company's goals. Furthermore, they are strictly prohibited from engaging in any act of corruption, collusion, nepotism, gratuity, and bribery.

- Members of the Board of Directors must strictly refrain from any act of corruption, collusion, and nepotism, as well as gratuity and bribery.
  - Any gratuities received must be reported and consulted with the Gratuity Control Unit and the Corruption Eradication Commission (KPK) of the Republic of Indonesia. The report should be submitted in writing by filling in the provided form as stipulated by the KPK, along with relevant documents related to the gratuities.
  - Any violations related to corruption, collusion, and nepotism must be reported in writing to the Board of Commissioners and/or law enforcement agencies.



- c. 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 Perusahaan.
2. Tidak menerima, memberi dan meminta sesuatu dari dan/atau kepada pihak manapun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perusahaan.
3. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak manapun yang melawan hukum dan/atau yang dapat merugikan Perusahaan.
4. Tidak membuat kepentingan sendiri yang menyalahgunakan wewenang, kesempatan, posisi dan fasilitas Perusahaan yang akan menyebabkan kerugian bagi Perusahaan.

Direksi memiliki kewenangan yang mendukung dalam pelaksanaan tugas dan tanggung jawabnya, yang mencakup:

1. Menetapkan kebijakan yang dipandang tepat dalam rangka kepengurusan Perusahaan.
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan 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 Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain dan mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan kepada kepala cabang atau perwakilan di dalam atau di luar negeri.
3. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perusahaan yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan Dewan Komisaris.
4. Mengangkat dan memberhentikan pegawai Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan.
5. Mengangkat dan memberhentikan *Corporate Secretary* dan Internal Audit dengan persetujuan Dewan Komisaris.
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 Perusahaan dengan kewajiban melaporkan kepada Dewan Komisaris yang ketentuan dan tata cara pelaporan ditetapkan oleh Dewan Komisaris.

- c. The Guidelines for Gratuity Control and the SOP of the Whistleblowing System applicable in the Company's environment provide the framework for managing whistleblowing incidents related to corruption, collusion, and nepotism, as well as gratuity and bribery.
2. Prohibited from receiving, giving and requesting something from and/or to any party related to their position that is in contradiction with the Company's policies.
3. Prohibited to engage in any form of fraudulent activity, whether individually or in association with other parties, that violates the law and/or undermines the interests of the Company.
4. Prohibited to engage in any activity that serves their own interests, which involves the abuse of their authority, position, opportunities, or facilities and can result in losses for the Company.

The Board of Directors holds the authority to support the implementation of its duties and responsibilities, which includes the following:

1. Establishing policies deemed appropriate for the management of the Company.
2. Delegating the power of the Board of Directors to represent the Company in legal courts, either to one or several members of the Board of Directors who are specifically appointed for this purpose, or to one or more employees of the Company, either individually or collectively, or to other persons. The Board also arranges the delegation of power of the Board of Directors to represent the Company to heads of branches or representatives at home or abroad.
3. Regulating the provisions concerning the Company's employment, including determining the salary, pension or "old age protection" and other income for the Company's employees. Any such income that exceeds the obligations stipulated in the laws and regulations must be approved by the Board of Commissioners.
4. Appointing and dismissing employees of the Company in accordance with the Company's employment regulations and laws and regulations.
5. Appointing and dismissing the *Corporate Secretary* and Internal Auditor with the approval of the Board of Commissioners.
6. Writing-off unperforming debts from the books, in accordance with the provisions stipulated in this Articles of Association. Such write-offs must be subsequently reported to the Board of Commissioners and accounted for in the Annual Report.
7. No longer collecting 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. The Board has an obligation to report such collections to the Board of Commissioners, whose reporting provisions and procedures are determined by the Board of Commissioners.



8. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, termasuk tidak terbatas pada optimalisasi pemanfaatan aset Perusahaan, 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 Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Menyiapkan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan 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 pengurusan Perusahaan, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam undang-undang tentang dokumen Perusahaan;
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 Perusahaan 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 Perusahaan dan dokumen Perusahaan lainnya;
11. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan serta dokumen Perusahaan;
12. Mengadakan dan memelihara pembukuan dan administrasi Perusahaan sesuai dengan kelaziman yang berlaku bagi suatu Perusahaan;
13. Menyusun Sistem Akuntansi sesuai dengan standar akuntansi keuangan dan berdasarkan prinsip-prinsip pengendalian Intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;

8. Performing all other actions and actions regarding management as well as ownership of the Company's assets, binding the Company with other parties, and/or other parties with the Company. This includes, but is not limited to, optimizing the use of the Company's assets, subject to 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. Ensures the implementation of the Company's business and activities align with its aims and objectives and business activities.
2. Drafts the Company's Long-Term Plans, Work Plan and Budget, and other work plans, including their amendments, and submits them to the Board of Commissioners for approval.
3. Creates 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 Company's management, including the Company's financial documents as stipulated in the laws concerning Company documents.
5. Prepares the Financial Statements in compliance with Financial Accounting Standards and submits them to a Public Accountant for auditing.
6. Submits the Annual Report, reviewed by the Board of Commissioners, to the General Meeting of Shareholders within five months after the Company's fiscal year ends for approval and ratification.
7. Provides an explanation to the General Meeting of Shareholders regarding the Annual Report.
8. Presents the Balance Sheet and Profit and Loss Statements, approved by the General Meeting of Shareholders, to the Minister in charge of Law and Human Rights as per the laws and regulations.
9. Prepares other reports as required by statutory provisions.
10. Maintains the list of Shareholders, a special list, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and Board of Directors, Annual Report, Company financial documents, and other Company documents.
11. Keeps the List of Shareholders, Special List, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and Board of Directors, Annual Report, and the Company's financial and other documents at the Company's domicile.
12. Establishes and maintains the books and administration of the Company based on prevailing practices for a Company.
13. Develops an Accounting System according to financial accounting standards based on internal control principles, particularly the separation of management, recording, storage, and supervision functions.



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 Perusahaan 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 Perusahaan dengan mempertimbangkan risiko usaha dan mengindahkan peraturan perundang-undangan yang berlaku. Setiap anggota Direksi bertanggung jawab penuh secara kolektif atas kerugian Perusahaan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perusahaan, 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.

Dalam rangka melaksanakan kebijakan kepengurusan Perusahaan:

1. Direktur Utama berhak dan berwenang bertindak untuk dan nama Direksi serta mewakili Perusahaan.
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 Perusahaan.

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

14. Provides Periodic Reports as per applicable regulations and other reports as requested by the Board of Commissioners and/or Shareholders of Series A Dwiwarna Shares, taking into account the laws and regulations as well as applicable regulations in the Capital Market sector in Indonesia.
15. Prepares a comprehensive organizational structure of the Company, including details and duties.
16. Offers an explanation of all matters asked or requested by members of the Board of Commissioners and the Shareholders of Series A Dwiwarna Shares, taking into account the laws and regulations as well as prevailing regulations in Indonesia.
17. Carries out other obligations according to the provisions in the Articles of Association and stipulated by the General Meeting of Shareholders based on laws and regulations.
18. Develops the Board Manual and procedures of the Board of Directors (Charter of the Board of Directors.).

Each member of the Board of Directors is required to act in good faith and with full responsibility, carrying out their duties in accordance with the Company's interests and business while observing the applicable laws and regulations. They are also collectively responsible for any losses incurred by the Company due to their mistakes or negligence. However, a member of the Board of Directors shall not be held liable for such losses if they can provide evidence of the following:

1. The loss was not caused by them due to their fault or negligence;
2. The management was carried out in good faith, with full responsibility and prudence, and in the best interests of the Issuer or Public Company while adhering to its objectives and aims;
3. No direct or indirect conflicts of interest were present in management actions that resulted in the losses;
4. Necessary measures were taken to prevent the loss from arising or continuing.

When carrying out the Company's management policy:

1. The President Director is entitled and authorized to take actions on behalf of the Board of Directors and the Company.
2. In the absence of the President Director for any reason, a Director appointed during a Board of Directors meeting is authorized to act on behalf of the Board of Directors and the Company without requiring third-party proof.

In certain cases, for specific purposes, the Board of Directors may appoint one or more personnel as representatives or proxies, granting them the authority to take specific actions as stipulated in the letter of attorney. The allocation of duties and authorities for each member of the Board of Directors is determined by the GMS. If the GMS does not establish the allocation of duties and authorities, the Board of Directors will make the decision. The Board of Directors manages the Company by implementing





keputusan Direksi. Direksi dalam mengurus Perusahaan 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 Perusahaan apabila:

1. Terjadi perkara di depan Pengadilan antara Perusahaan dengan anggota Direksi yang bersangkutan; atau
2. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perusahaan.

Dalam hal terdapat keadaan sebagaimana dimaksud diatas, yang berhak mewakili Perusahaan adalah:

1. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perusahaan;
2. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perusahaan; atau
3. Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perusahaan.

Direksi wajib meminta persetujuan RUPS untuk:

1. Mengalihkan kekayaan Perusahaan; atau
2. Menjadikan jaminan utang kekayaan Perusahaan.

Untuk hal yang menyangkut lebih dari 50% (lima puluh persen) dari jumlah kekayaan bersih Perusahaan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, kecuali sebagai pelaksana kegiatan usaha Perusahaan sesuai dengan Anggaran Dasar Perusahaan.

Dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia, perbuatan-perbuatan Direksi di bawah ini harus mendapatkan persetujuan tertulis dari Dewan Komisaris untuk:

1. Melepaskan/memindahtangankan dan/atau mengagunkan aset Perusahaan dengan nilai melebihi jumlah tertentu yang ditetapkan oleh Dewan Komisaris, kecuali aset yang dicatat sebagai persediaan dengan memperhatikan ketentuan di bidang Pasar Modal;
2. 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;
3. 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;

the GMS's resolutions as long as they do not conflict with the prevailing laws and regulations in the Capital Market sector in Indonesia and/or the Articles of Association.

Members of the Board of Directors are prohibited from representing the Company in the following situations:

1. When a legal case arises between the Company and the concerned member in court;
2. When the concerned member of the Board of Directors has a conflict of interest with the Company.

If such situations occur, the personnel authorized to represent the Company are as follows:

1. Other Members of the Board of Directors who do not have a conflict of interest with the Company.
2. The Board of Commissioners, in the event that all members of the Board of Directors have a conflict of interest with the Company.
3. Other parties appointed by the GMS, in the event that all members of the Board of Directors and the Board of Commissioners have a conflict of interest with the Company.

The Board of Directors is required to obtain approval from the GMS to carry out the following actions:

1. Transfer of Company assets; or
2. Debts of Company's assets as Collateral.

If such actions involve more than 50% (fifty percent) of the Company's total net assets within one or multiple transactions, whether related or unrelated, they require the approval of the GMS, unless they are part of the Company's business activities as stated in the Articles of Association.

In compliance with the prevailing laws and regulations in the Capital Market sector of Indonesia, the Board of Directors must obtain written approval from the Board of Commissioners for the following actions:

1. Releasing/transferring and/or using Company assets as collateral for an amount exceeding the threshold set by the Board of Commissioners, except for assets listed as reserves, subject to the provisions of the Capital Market sector;
2. Entering into agreements with other business entities or parties, including management contracts, licensed Build, Operate and Transfer (BOT) cooperation, licensed Build, Operate and Own (BOO) cooperation, or other similar agreements that exceed the time period or value set forth by the Board of Commissioners;
3. Making capital investments, releasing capital investments, or changing the capital structure in other companies, subsidiaries, and joint-venture companies not related to saving receivables, for a certain value as determined by the Board of Commissioners, taking into account the provisions of the Capital Market sector;





4. Mendirikan anak perusahaan dan/atau perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal;
5. Mengusulkan wakil Perusahaan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada anak perusahaan yang memberikan kontribusi signifikan kepada Perusahaan dan/atau bernilai strategis yang ditetapkan oleh Dewan Komisaris;
6. 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;
7. Mengikat Perusahaan sebagai penjamin (*borg/avalist*) dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal;
8. Menerima pinjaman jangka menengah/panjang dan memberikan pinjaman jangka menengah/ panjang dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal;
9. Memberikan pinjaman jangka pendek/ menengah/ panjang yang tidak bersifat operasional, kecuali pinjaman kepada Anak Perusahaan cukup dilaporkan kepada Dewan Komisaris;
10. 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

Pembagian tugas dan wewenang anggota Direksi ditetapkan oleh RUPS, dalam hal RUPS tidak menetapkan, maka pembagian tugas dan wewenang untuk setiap anggota Direksi akan ditetapkan berdasarkan keputusan Direksi.

4. Establishing a subsidiary and/or joint-venture company with a certain value as determined by the Board of Commissioners, with consideration of the applicable provisions in the Capital Market sector; provisions applicable in the Capital Market sector;
5. Recommending a Company representative to become a candidate member of the Board of Directors and the Board of Commissioners in subsidiaries that contribute significantly to the company and/or have strategic value, as determined by the Board of Commissioners;
6. Conducting mergers, consolidations, takeovers, separations, or dissolutions of subsidiaries and joint venture companies for a certain value as determined by the Board of Commissioners, in accordance with the applicable provisions in the Capital Market sector;
7. Securing the Company as a guarantor (*borg/avalist*) for a certain value as determined by the Board of Commissioners, subject to the provisions of the Capital Market sector;
8. Obtaining mid/long-term loans and providing mid/long-term loans for a certain value as determined by the Board of Commissioners, in compliance with the prevailing provisions in the Capital Market sector;
9. Providing short/mid/long-term loans for non-operational purposes, except for subsidiaries and with sufficient reporting to the Board of Commissioners;
10. Removing non-performing loans and inanimate inventory from the books, with a value exceeding the limit determined by the Board of Commissioners.

Procedures for Obtaining Written Approval from the Board of Commissioners:

1. The Board of Directors must submit a written request and provide all materials related to the action that requires written approval from the Board of Commissioners.
2. The Board of Commissioners will review the materials submitted by the Board of Directors, and if necessary, may request additional explanations from the Board of Directors but not more than once.
3. The Board of Commissioners will provide a written decision on the proposed materials by the Board of Directors and send it to the Board of Directors within 30 days of receiving the proposal or explanation, along with all necessary documents provided by the Board of Directors.
4. If the Board of Commissioners does not provide written approval within 30 calendar days of receiving the proposal, explanation, or additional documents/ data from the Board of Directors, it is considered that the Board of Commissioners is 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 allocation of responsibilities and authorities for each member of the Board of Directors is determined by the General Meeting of Shareholders (GMS), and if the GMS does not provide any such specifications, then the Board of Directors will decide on the distribution of duties and authorities.



Dalam mengurus Perusahaan, 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.

The Board of Directors is responsible for managing the company, and they must implement the decisions made by the GMS, as long as they are in compliance with the laws and regulations in the Capital Market sector in Indonesia and the Articles of Association. Each member of the Board of Directors has their own scope of work and responsibilities, which are as follows:

| Nama<br>Name  | Jabatan<br>Position                  | Tugas<br>Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daconi Khotob | Direktur Utama<br>President Director | <p>Menetapkan strategi dan kebijakan dalam memimpin dan mengelola Perusahaan, serta menjamin terlaksananya usaha dan kegiatan sesuai dengan maksud dan tujuan Pemegang Saham, dengan tanggung jawab utama sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Menetapkan sasaran dan kebijakan dalam memaksimalkan pendapatan perusahaan serta menentukan pengelolaan stakeholder yang strategis dan mendorong pertumbuhan perusahaan;</li> <li>2. Menetapkan sasaran dan kebijakan untuk penyiapan 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;</li> <li>3. 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;</li> <li>4. Menetapkan sasaran dan kebijakan seluruh kegiatan terkait aktivitas pengelolaan proyek investasi strategis perusahaan untuk memastikan terlaksananya seluruh proyek perusahaan sesuai dengan rencana strategis perusahaan;</li> <li>5. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya perusahaan berupa laporan tahunan termasuk perhitungan tahunan kepada RUPS;</li> <li>6. 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>.</li> <li>7. Menetapkan sasaran dan kebijakan pengendalian sumber daya perusahaan secara optimal melalui pengelolaan perusahaan yang efektif dan efisien termasuk di dalamnya adalah "Image" perusahaan yang sesuai dengan kendali pengawasan (Audit);</li> <li>8. 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;</li> <li>9. 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;</li> <li>10. Menetapkan sasaran dan kebijakan penyerahan kekuasaan Direksi untuk mewakili perusahaan kepada seorang atau beberapa orang anggota Direksi;</li> <li>11. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas maupun belum diatur didalam tugas dan tanggung jawab direksi ini.</li> </ol> |

The Board of Directors is responsible for establishing strategies and policies to lead and manage the Company in accordance with the purpose and objectives of the Shareholders. The main responsibilities of the Board are:

1. Setting goals and policies to maximize the Company's revenue and manage strategic stakeholders to promote growth.
2. Preparing the vision, mission, goals, and strategic plans of the Company, including other plans related to its business activities, and submitting them to the Board of Commissioners and the Shareholders for ratification.
3. Establishing goals and policies for the transformation of the company's strategic plans into performance indicators and monitoring the Company's performance achievement at the corporate level to ensure the realization of its goals.
4. Setting goals and policies for managing all activities related to the Company's strategic investment projects to ensure their alignment with the Company's strategic plans.
5. Providing accountability and all information regarding the condition and operation of the Company in the form of an annual report, including financial statements, to the GMS.
6. Setting goals and policies for the maintenance and management of the Company's assets, as well as ensuring the proper functioning of the management and organization through Good Corporate Governance practices.
7. This also involves the optimal control of Company resources through effective and efficient management, including maintaining the Company's image in accordance with supervisory control (audit).



| Nama<br>Name      | Jabatan<br>Position                                                          | Tugas<br>Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   |                                                                              | <ol style="list-style-type: none"> <li>Controlling and directing the strategies, programs, and targets of CSR activities that benefit the Company and surrounding communities and promote positive impact.</li> <li>Establishing goals and policies for activities related to the safety, health, and maintenance of the work and production environments, to ensure compliance with regulations and maintain the Company's image, occupational health, and safety, as well as environmental sustainability.</li> <li>Delivering authority of the Board of Directors to represent the Company to a member or several members of the Board of Directors.</li> <li>Having the rights and authorities to act for and on behalf of the Board of Directors and the Company in relation to the duties and responsibilities mentioned above, and others determined and regulated within the scope of the Board's responsibilities.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Mukhamad Saifudin | Direktur Pemasaran<br>Director of Marketing                                  | <p>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:</p> <ol style="list-style-type: none"> <li>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 efektivitas dan kesesuaian branding terhadap produk dan target pelanggan;</li> <li>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;</li> <li>Menetapkan sasaran dan kebijakan terhadap manajemen rantai pasok, moda dan jenis distribusi yang digunakan oleh Perusahaan 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;</li> <li>Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.</li> </ol> <p>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:</p> <ol style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>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;</li> <li>Have the right and authority to act for and on behalf of the Board of Directors, as well as represent the Company in carrying out the duties and responsibilities mentioned above.</li> </ol> |
| Suherman Yahya    | Direktur Produksi dan Pengembangan<br>Director of Production and Development | <p>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:</p> <ol style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait dengan penambangan/ ketersediaan bahan baku, baik bersifat supply internal maupun eksternal, pencarian sumber sumber lain secara strategis ke depannya, untuk memastikan keberlangsungan operasi;</li> <li>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;</li> <li>Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.</li> </ol> <p>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:</p> <ol style="list-style-type: none"> <li>Establish the goals and policies on all activities related to cemen 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;</li> <li>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;</li> </ol>                                                                                               |



| Nama<br>Name                | Jabatan<br>Position                                                                        | Tugas<br>Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tubagus<br>Muhammad Dharury | Direktur Keuangan<br>dan Manajemen<br>Risiko<br>Director of Finance<br>and Risk Management | <ol style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>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.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                             |                                                                                            | <p>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:</p> <ol style="list-style-type: none"> <li>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;</li> <li>Menetapkan sasaran dan kebijakan terkait monitoring dan analisa keseluruhan kinerja anak usaha agar terdapat informasi yang dapat mendukung pengambilan keputusan bisnis bagi perusahaan;</li> <li>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.</li> <li>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;</li> <li>Memberikan arahan strategis atas kegiatan pengendalian hutang piutang, dan kekayaan perusahaan lainnya termasuk di dalamnya menyelenggarakan pengendalian risiko bisnis dan manajemen asuransi;</li> <li>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;</li> <li>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 strategik pendanaan;</li> <li>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;</li> <li>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;</li> <li>Menetapkan sasaran dan kebijakan serta mengevaluasi rencana kerja pengembangan berkelanjutan (roadmap) dalam proses penetapan dan penguatan fungsi manajemen risiko perusahaan;</li> <li>Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.</li> </ol> <p>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:</p> <ol style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>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.</li> <li>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;</li> <li>Provide strategic directions for debts and receivable control activities, and other company assets including the implementation of business risk control and insurance management;</li> <li>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;</li> <li>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.</li> <li>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;</li> </ol> |



| Nama<br>Name   | Jabatan<br>Position                                         | Tugas<br>Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |                                                             | 9. 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;<br>10. Establish the goals and policies and evaluate sustainable work plan development (roadmap) in the process of determining and strengthening the Company's risk management function;<br>11. 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Gatot Mardiana | Direktur Umum dan SDM<br>Director of General Affairs and 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, kerumahtanggaan, 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:<br>1. Menetapkan sasaran dan kebijakan yang tepat terhadap seluruh aktivitas dan program di bidang SDM, Umum dan pengelolaan aset secara terintegrasi menyesuaikan strategi perusahaan;<br>2. 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;<br>3. Menetapkan sasaran dan kebijakan dalam penyediaan dan pengelolaan aset Perusahaan, untuk memastikan efektivitas dan efisiensi penggunaan aset, termasuk dalam penetapan dan pencapaian SLA ( <i>Service Level Agreement</i> ) sebagai indikator kinerja;<br>4. 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;<br>5. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.<br><br>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:<br>1. Establish accurate goals and policies on all activities and programs regarding HR, General Affairs and management of assets integratedly in according to company strategies;<br>2. 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;<br>3. 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;<br>4. 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;<br>5. 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

Perusahaan telah memiliki Pedoman dan Tata Tertib Kerja Direksi sebagai kerangka bagi anggota Direksi dalam menjalankan peran dan fungsi pengelolaan Perusahaan serta menjadi acuan dalam melaksanakan tugas masing-masing untuk mencapai Visi dan Misi Perusahaan.

Direksi Perusahaan memiliki Piagam Direksi yang disahkan melalui Surat Keputusan Direksi No. PH.01.04/071/2021 tentang Pedoman dan Tata Tertib Kerja Direksi (Piagam Direksi) tanggal 18 November 2021. Adapun pedoman tersebut memuat tentang:

1. Ketentuan Umum
2. Organisasi, Pembagian Kerja, Tugas, Wewenang, Kewajiban dan Kebijakan Umum
3. Rapat Direksi
4. Etika dan Waktu Kerja

## BOARD OF DIRECTORS GUIDELINES (BOARD CHARTER)

The Company has already established Guidelines and Working Procedures for the Board of Directors. This serves as a framework for the members of the Board of Directors to carry out their roles and functions in managing the Company, and also as a reference in executing their respective duties to achieve the Company's Vision and Mission.

The Board of Directors of the Company has a Board of Directors Charter which was ratified by Decree of the Board of Directors No. PH.01.04/071/2021 concerning Guidelines and Work Procedures for the Board of Directors (Directors Charter) dated November 18, 2021. The guidelines contain:

1. General Provision
2. Organization, Division of Work, Duties, Authorities, Responsibilities and General Policy
3. Board of Directors' Meeting
4. Work Ethics and Time





5. Kepemilikan Saham Direksi
6. Evaluasi Kinerja Direksi
7. Pengelolaan Anak Perusahaan, dll

Selain Piagam Direksi juga terdapat kesepakatan bersama Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perusahaan sesuai peraturan perundang-undangan yang 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 Perusahaan 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 Perusahaan dalam jangka panjang. Oleh karena itu, perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar organ Perusahaan dengan berpedoman pada prinsip-prinsip GCG. Fungsi, tugas dan hubungan kerja masing-masing Organ Perusahaan 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 Perusahaan 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 Perusahaan 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 Perusahaan 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 pedoman bagi Dewan Komisaris dan Direksi yang memuat kumpulan dari prinsip-prinsip hukum korporasi dan ketentuan yang terdapat di dalam

5. Shares Ownership of the Board of Directors
6. Performance Assessment of the Board of Directors
7. Management of Subsidiaries, etc

Apart 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 mandate in accordance with the provisions of applicable laws and regulations as regulated in the Board Manual. This agreement is guided by the GCG Guidelines, Code of Conduct, Gratuity Control Guidelines, and Conflict of Interest Guidelines.

The relationship between the Board of Commissioners and the Board of Directors in Indonesia's legal system is based on the two-tiers system principle. This principle ensures that there is a clear division of duties and responsibilities. The Company is led and managed by the Board of Directors, while the Board of Commissioners carry out supervision and provide advice on actions undertaken by the Board of Directors.

The Board of Commissioners and the Board of Directors have the responsibility to maintain the Company's business sustainability in the long-term. Therefore, there must be a clear system and structure related to the relationship between Company organs, guided by the GCG principles. The functions, duties, and work relations of each Company Organ must be defined clearly and implemented consistently.

### Board Manual for the Board of Directors

To implement Good Corporate Governance principles and meet the interests of shareholders and stakeholders, the Board of Directors and the Board of Commissioners require guidelines to manage the company in line with objectives and applicable provisions. In Indonesia's legal system, the relationship between the two boards is based on the two-tiers system principle, where the Company is led and managed by the Board of Directors, and the Board of Commissioners conducts supervision and provides advice on the Board of Directors' actions.

Both boards are responsible for maintaining the company's long-term business sustainability. To achieve this goal, there must be a clear system and structure on the relationship between company organs in line with the guidelines of Good Corporate Governance principles. The functions, duties, and work relations of each of the Company organs must be defined clearly and consistently implemented.

The Board Manual is a collection of corporate legal principles, laws and regulations, Articles of Association, and Company regulations that regulate the governance and work procedures



peraturan perundang-undangan, Anggaran Dasar Perusahaan maupun peraturan Perusahaan yang mengatur mengenai tata kelola Organ Perusahaan dan tata kerja Dewan Komisaris dan Direksi. *Board Manual* ini yang digunakan 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 Tbk, dalam menjalankan fungsi dan peran jabatannya sebagai pengembal amanat Perusahaan 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 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 Perusahaan
16. Anggota Direksi Berhalangan dan Pejabat Pengganti Sementara
17. Evaluasi Kinerja Direksi dan Anggota Direksi
18. Nilai-Nilai
19. Etika Jabatan Anggota Direksi

of the Board of Commissioners and the Board of Directors. The Board of Commissioners and the Board of Directors are highly committed to using the Board Manual as a guideline in carrying out their functions and duties and in effectively managing their work relations.

The Board Manual is a joint agreement between the Board of Commissioners and the Board of Directors of PT Semen Baturaja Tbk. It helps them fulfill their roles as holders of the Company's mandate in accordance with applicable laws and regulations. The Board Manual is a Good Corporate Governance tool that refers to the Articles of Association and applicable legal basis.

The objectives of establishing the Board Manual include, among others:

1. Providing general guidelines for the Board of Commissioners and the Board of Directors to perform their functions and roles effectively in the organization of PT Semen Baturaja Tbk.
2. Describing various matters related to the implementation, duties, authorities, responsibilities, rights, and obligations, as well as the relationship between the Board of Directors and the Board of Commissioners.
3. Implementing Good Corporate Governance (GCG) principles, such as transparency, accountability, responsibility, independence, 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



## PENGANGKATAN DAN PEMBERHENTIAN DIREKSI

Pengangkatan dan pemberhentian Direksi mengacu pada Peraturan Menteri BUMN No. 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

Program pengenalan bagi anggota Direksi baru sangat penting untuk dilaksanakan dalam rangka memberikan gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya. Pelaksanaan program pengenalan bagi Direksi yang baru menjabat diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perusahaan.

Tanggung jawab pelaksanaan program pengenalan ini berada pada *Corporate Secretary* atau siapapun yang menjalankan fungsi sebagai *Corporate Secretary*. Adapun dokumen-dokumen penunjang lain yang disampaikan Perusahaan, antara lain:

1. Laporan Tahunan;
2. Rencana Kerja dan Anggaran Perusahaan (RKAP);
3. Rencana Jangka Panjang Perusahaan (RJPP);
4. Anggaran Dasar Perusahaan;
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.

Selain itu, program pengenalan ini juga dapat berupa presentasi, pertemuan, kunjungan ke Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan di mana program tersebut dilaksanakan.

## APPOINTMENT AND DISMISSAL OF THE BOARD OF DIRECTORS

The appointment and dismissal of the Board of Directors are governed by the Minister of SOE Regulation No. 11/MBU/07/2021 which sets out the requirements for the procedures of such actions for state-owned enterprises.

The members of the Board of Directors are appointed and dismissed by the GMS, which is attended by the Series A Dwiwarna Shareholders. The decision made during the meeting must be approved by the Series A Dwiwarna Shareholders, taking into account the provisions stipulated in the Articles of Association.

The resolutions adopted by the GMS regarding the appointment and dismissal of Board of Directors' members determine the effective time of the appointment or dismissal. If the GMS fails to determine the matter, the appointment or dismissal of the Board of Directors' members is effective as of the closing of the GMS. Following the completion of their term of office, members of the Board of Directors may be reappointed by the GMS for another term of office.

## ORIENTATION/INTRODUCTORY PROGRAM FOR NEW MEMBERS OF THE BOARD OF DIRECTORS

Implementing an induction program for new members of the Board of Directors is of utmost importance as it provides a comprehensive overview of the Company's objectives, nature, scope of activities, financial and operational performance, strategy, short and long-term business plans, competitive position, risk, and other strategic issues. The introduction program for newly appointed Directors is regulated by the Decree of the Directors which outlines the Guidelines for the Introduction Program for New Directors and Board of Commissioners of the Company.

The responsibility for implementing this introduction program lies with the Corporate Secretary or any other person performing the function of a Corporate Secretary. In addition, the Company is required to provide other supporting documents including, but not limited to:

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.

In addition, this introduction program can also take the form of presentations, meetings, visits to companies and review of documents or other programs deemed appropriate by the company where the program is implemented.



Sehubungan dengan adanya perubahan komposisi Direksi di tahun 2022, maka Perusahaan mengadakan program pengenalan yang dilaksanakan di Pabrik Baturaja pada hari Kamis, 31 Maret 2022.

## PELAKSANAAN TUGAS DIREKSI DI TAHUN 2022

Di tahun 2022, Direksi telah menjalankan tugas dan tanggung jawabnya terkait fungsi pengelolaan terhadap Perusahaan, sebagai berikut:

1. Penyusunan RKAP Tahun 2023.
2. Penyelenggaraan RUPS Tahunan Tahun Buku 2021.
3. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS dan Risalah Rapat Direksi.
4. Membuat Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2021.
5. Menyusun Laporan Keuangan Tahunan Tahun Buku 2021, Laporan Keuangan Triwulan I/2022, Laporan Keuangan Tengah Tahun 2022, Laporan Keuangan Triwulan III/2022.
6. Menyusun laporan-laporan lainnya secara berkala bagi Pemegang Saham, Regulator dan pemangku kepentingan lainnya.
7. Melakukan identifikasi risiko Perusahaan dan menyusun strategi upaya pengendalian Risiko.
8. Melakukan inovasi penjualan dan penjajakan pasar.
9. Melakukan review terhadap struktur organisasi Perusahaan.
10. Menelaah rencana program promosi dan rotasi Pegawai serta remunerasi Pegawai.
11. Melakukan Inventarisasi aset Perusahaan dan optimasi aset non produktif Perusahaan.
12. Melakukan pengawasan atas kinerja Anak Perusahaan.
13. Mengadakan pertemuan-pertemuan dan koordinasi dengan para Pemegang Saham, Regulator dan pemangku kepentingan lainnya termasuk dalam rangka pengalihan saham (inbreng) SMBR milik Pemerintah RI kepada SIG sebagai bagian dari integrasi BUMN sub klaster semen.

## PENILAIAN KOMITE DI BAWAH DIREKSI

Per 31 Desember 2022, Direksi belum memiliki atau membentuk komite. Dengan demikian, pelaksanaan tugas dan tanggung jawab Direksi didukung oleh unit kerja yang dipimpin oleh *Vice President* dan organ fungsional lainnya.

Untuk itu, Perusahaan melakukan penilaian secara periodik terhadap efektivitas kinerja Unit Kerja seperti *Division Internal Audit*, *Division Corporate Secretary*, *Division HR & GA* dan *Division Risk Management* berdasarkan pencapaian *Key Performance Indicator (KPI)* yang telah ditetapkan.

In connection with changes in the composition of the Board of Directors in 2022, the Company held an introduction program which was held at the Baturaja Plant on Thursday, March 31, 2022.

## DUTIES IMPLEMENTATION OF THE BOARD OF DIRECTORS IN 2022

In 2022, the Board of Directors has carried out their duties and responsibilities related to the management function of the Company, as follows:

1. Preparation of the 2023 RKAP.
2. Implementation of the 2021 Annual GMS.
3. Make a Register of Shareholders, Special Register, Minutes of GMS and Minutes of Board of Directors Meetings.
4. Make an Annual Report and Sustainability Report for the 2021 Fiscal Year.
5. Prepare Annual Financial Reports for Fiscal Year 2021, Financial Reports for Quarter I/2022, Mid-Year Financial Reports for 2022, Financial Reports for Quarter III/2022.
6. Prepare other reports on a regular basis for Shareholders, Regulators and other stakeholders.
7. Identify the Company's risks and develop strategies for risk control efforts.
8. Carry out sales innovation and market exploration.
9. Reviewing the organizational structure of the Company.
10. Review the employee promotion and rotation program plans and employee remuneration.
11. Conduct an inventory of the Company's assets and optimize the Company's non-productive assets.
12. Supervise the performance of Subsidiaries.
13. Holding meetings and coordination with Shareholders, Regulators and other stakeholders including the transfer of SMBR shares (inbreng) belonging to the Government of the Republic of Indonesia to SIG as part of the integration of the cement sub-cluster SOE.

## ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2022, the Board of Directors had not established any committees. Therefore, the Board's duties and responsibilities were carried out by work units led by the Vice President and other functional organs.

To ensure the effectiveness of these work units, the Company conducts periodic evaluations of their performance. This includes evaluating the Internal Audit Division, Corporate Secretary Division, HR & GA Division, and Risk Management Division based on predetermined Key Performance Indicators (KPIs).



## PENGEMBANGAN KOMPETENSI DIREKSI

### Kebijakan

Dalam rangka mendukung pelaksanaan tugas dan tanggung jawab Direksi, Perusahaan senantiasa memberikan program pengembangan kompetensi untuk meningkatkan efektivitas kerja Direksi. Rencana untuk melaksanakan program peningkatan kompetensi harus dimasukkan dalam Rencana Kerja dan Anggaran Perusahaan. 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 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 strategis dan formulasinya.
4. Pengetahuan berkaitan dengan manajemen risiko.
5. Pengetahuan berkaitan dengan pelaporan keuangan yang berkualitas.

Kebijakan terkait pengembangan kompetensi Direksi juga diatur dalam Board Manual yang terakhir disahkan pada 28 Desember 2021.

### PELAKSANAAN KEGIATAN

Rincian realisasi pengembangan kompetensi Direksi disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

## COMPETENCY DEVELOPMENT OF THE BOARD OF DIRECTORS

### Policy

To support the efficient execution of duties and responsibilities of the Board of Directors, the Company continues to provide competency development programs aimed at improving their effectiveness. Plans for implementing such programs must be included in the Company's Work Plan and Budget. Each Director can take part in competency improvement programs, such as seminars and relevant training, to enhance their knowledge in the following areas:

1. Principles of corporate law and laws and regulations governing the Company's business activities, as well as the internal control system.
2. Government policies related to the Company's strategic environment, its core business, and the latest developments in the industry.
3. Strategic management and formulation.
4. Risk management.
5. Quality financial reporting.

Policies related to the competency development of the Board of Directors are also regulated in the Board Manual which was last ratified on December 28, 2021.

### ACTIVITY IMPLEMENTATION

Details of the realization of competency development for the Board of Directors are presented in the "Company Profile" chapter contained in this annual report.





# HUBUNGAN AFILIASI DEWAN KOMISARIS DAN DIREKSI

## AFFILIATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Anggota Direksi dengan anggota Dewan Komisaris dan Pemegang Saham tidak memiliki hubungan keuangan, ataupun hubungan kepemilikan saham dan keluarga. Anggota Direksi Perusahaan bertindak secara independen dalam melaksanakan fungsi dan tugasnya baik secara individual maupun kolektif dan tidak merangkap jabatan yang dilarang oleh peraturan perundang-undangan yang berlaku tentang pelaksanaan GCG. Hubungan afiliasi antara Direksi, Dewan Komisaris, dan Pemegang Saham adalah sebagai berikut:

The members of the Board of Directors, Board of Commissioners, and Shareholders do not have any financial, share ownership, or family relationships. They perform their functions and duties independently, both individually and collectively, without holding any positions prohibited by the relevant laws and regulations on the implementation of GCG. The affiliation relationship between the Board of Directors, Board of Commissioners and Shareholders is as follows:

| Nama<br>Name                                     | Hubungan Keluarga dengan<br>Family Relations with |             |                                  |             |                                   |             | Hubungan Keuangan dengan<br>Financial Relations with |             |                                  |             |                                   |             |
|--------------------------------------------------|---------------------------------------------------|-------------|----------------------------------|-------------|-----------------------------------|-------------|------------------------------------------------------|-------------|----------------------------------|-------------|-----------------------------------|-------------|
|                                                  | Dewan<br>Komisaris<br>Board of<br>Commissioners   |             | Direksi<br>Board of<br>Directors |             | Pemegang<br>Saham<br>Shareholders |             | Dewan<br>Komisaris<br>Board of<br>Commissioners      |             | Direksi<br>Board of<br>Directors |             | Pemegang<br>Saham<br>Shareholders |             |
|                                                  | Ya<br>Yes                                         | Tidak<br>No | Ya<br>Yes                        | Tidak<br>No | Ya<br>Yes                         | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No | Ya<br>Yes                        | Tidak<br>No | Ya<br>Yes                         | Tidak<br>No |
| <b>Dewan Komisaris</b><br>Board of Commissioners |                                                   |             |                                  |             |                                   |             |                                                      |             |                                  |             |                                   |             |
| Franciscus M.A. Sibarani                         |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Oke Nurwan                                       |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Darusman Mawardi                                 |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Chowadja Sanova                                  |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| <b>Direksi</b><br>Board of Directors             |                                                   |             |                                  |             |                                   |             |                                                      |             |                                  |             |                                   |             |
| Daconi Khotob                                    |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Mukhamad Saifudin                                |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Suherman Yahya                                   |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Tubagus Muhammad Dharury                         |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |
| Gatot Mardiana                                   |                                                   | √           |                                  | √           |                                   | √           |                                                      | √           |                                  | √           |                                   | √           |



# TRANSPARANSI INFORMASI TENTANG DEWAN KOMISARIS DAN DIREKSI

## INFORMATION TRANSPARENCY ABOUT THE BOARD OF COMMISSIONERS AND DIRECTORS

### KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Perusahaan senantiasa memperhatikan kualitas keunggulan untuk meningkatkan kinerja serta mampu memberikan kepuasan kepada *stakeholders*. Keberagaman komposisi Dewan Komisaris dan Direksi mengacu pada Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang menyatakan pengangkatan anggota Direksi dan Dewan Komisaris salah satunya dengan syarat memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perusahaan. 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 dinyatakan bahwa komposisi Dewan Komisaris wajib memperhatikan keberagaman komposisi Dewan Komisaris. Keberagaman komposisi Dewan Komisaris merupakan kombinasi karakteristik baik dari segi Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan Terbuka.

Komposisi yang telah memperhatikan kebutuhan Perusahaan Terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas. Dalam hal ini, Perusahaan juga menjadikan pembagian tugas dan fungsi jabatan Direksi sebagai pertimbangan sehingga akan berdampak pada ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolektif.

Keberagaman komposisi Dewan Komisaris dan Direksi di Perusahaan bertujuan untuk saling mengisi dan melengkapi dalam pelaksanaan tugas dan tanggung jawabnya. Keberagaman komposisi Dewan Komisaris dan Direksi yang tercermin dalam keahlian, pengalaman, usia, jenis kelamin dan latar belakang pendidikan. Dengan demikian, keberagaman komposisi Dewan Komisaris dan Direksi

### DIVERSITY COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company is committed to providing excellent quality to enhance performance and satisfy stakeholders. The composition of the Board of Directors and Board of Commissioners is in line with the Financial Services Authority Regulation No. 33/POJK.04/2014, which mandates that appointees possess knowledge and/or expertise required by the Company. Additionally, the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 recommends that the composition of the Board of Commissioners be diverse, taking into account both the Board of Commissioners and individual members' characteristics to meet the needs of the Public Company. This diversity ensures that the skills, knowledge, and experience necessary to carry out supervisory and advisory duties are present within the Board.

The composition that takes into account the needs of a Public Company is commendable, especially in terms of decision-making for carrying out supervisory functions that consider a broad range of aspects. The company also takes into consideration the division of tasks and functions of the Board of Directors, which impacts the accuracy of the nomination and appointment process for individual directors or the Board of Directors as a whole.

The diverse composition of the Board of Commissioners and Board of Directors in the Company is intended to enhance and complement their functions and responsibilities. This diversity is reflected in their expertise, experience, age, gender, and educational background. The aim is to bring together a diverse range of perspectives and skills that can contribute to more effective decision-making and problem-solving. By



diharapkan dapat memberikan kontribusi dan manfaat yang signifikan bagi Perusahaan. Berikut keberagaman komposisi Dewan Komisaris dan Direksi yang diuraikan dalam tabel di bawah ini:

considering a range of factors when selecting members of the Board of Commissioners and Board of Directors, the Company is able to create a team that is better equipped to address the complex challenges facing the organization.

**Keberagaman Dewan Komisaris**  
Diversity of the Board of Commissioners

| No. | Nama<br>Name             | Jabatan<br>Position                          | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                      | Pengalaman<br>Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----|--------------------------|----------------------------------------------|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Franciscus M.A. Sibarani | Komisaris Utama<br>President<br>Commissioner | 57          | Laki-laki<br>Male          | Sarjana Teknologi Pertanian Institut Pertanian Bogor<br><br>Bachelor's degree in Agricultural Technology from Institut Pertanian Bogor       | <ul style="list-style-type: none"> <li>Tim Serap Aspirasi Pelaksanaan Undang-Undang Nomor 11 tahun 2020 tentang Cipta Kerja (SK Menteri Koordinator Bidang Perekonomian No. 332 tahun 2020) (2020-2021)</li> <li>Komisaris Utama PT Taspen (Persero) (2017-2020)</li> <li>Kepala Badan Koordinasi Penanaman Modal (2014-2016)</li> <li>Chief Corporate Affairs di PT Garudafood Putra Putri Jaya Tbk (2004-2014)</li> <li>General Manager di PT Bumi Mekar Tani (Garudafood Group) (2002-2004)</li> <li>Direktur PT Bedugul (Inter Sarana Globalindo Group) (1999-2002)</li> <li>Senior Manager di PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)</li> <li>Aspiration Captivation Team for Implementation of Law Number 11 of 2020 concerning Job Creation (Decree of the Coordinating Minister for the Economy No. 332 of 2020) (2020-2021)</li> <li>President Commissioner of PT Taspen (Persero) (2017-2020)</li> <li>Head of Investment Coordinating Board (2014-2016)</li> <li>Chief Corporate Affairs at PT Garudafood Putra Putri Jaya Tbk (2004-2014)</li> <li>General Manager at PT Bumi Mekar Tani (Garudafood Group) (2002-2004)</li> <li>Director of PT Bedugul (Inter Sarana Globalindo Group) (1999-2002)</li> <li>Senior Manager at PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)</li> </ul> |
| 2.  | Oke Nurwan               | Komisaris<br>Commissioner                    | 60          | Laki-laki<br>Male          | Sarjana Metrology Quality Universitas Estimo Doual, Perancis<br><br>Bachelor degree in Metrology Quality, University of Estimo Doual, France | <ul style="list-style-type: none"> <li>Direktur Jenderal Perdagangan Dalam Negeri Kementerian Perdagangan (2021 – 2022)</li> <li>Kepala Badan Pengkajian dan Pengembangan Perdagangan Kementerian Perdagangan (2020 - 2021)</li> <li>Sekretaris Jenderal Kementerian Perdagangan (2019 - 2020)</li> <li>Direktur Jenderal Perdagangan Luar Negeri Kementerian Perdagangan (2017-2019)</li> <li>Direktur Jenderal Perdagangan Dalam Negeri Kementerian Perdagangan (2016-2017)</li> <li>Sekretaris Direktorat Jenderal Perdagangan Luar Negeri Kementerian Perdagangan (2016)</li> <li>Direktur Pengamanan Perdagangan Kementerian Perdagangan (2014- 2016)</li> <li>Direktur Ekspor Produk Pertanian dan Kehutanan Kementerian Perdagangan (2014)</li> <li>Direktur Pengamanan Perdagangan Kementerian Perdagangan (2013- 2014)</li> <li>Atase Perdagangan Paris Kementerian Perdagangan (2011-2013)</li> <li>Atase Perdagangan Brussels Kementerian Perdagangan (2008-2011)</li> </ul>                                                                                                                                                                                                                                                                                                                                                |



### Keberagaman Dewan Komisaris Diversity of the Board of Commissioners

| No. | Nama<br>Name     | Jabatan<br>Position                              | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                                                                                                                                                               | Pengalaman<br>Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|------------------|--------------------------------------------------|-------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                  |                                                  |             |                            |                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Director General of Domestic Trade, Ministry of Trade (2021 – 2022)</li> <li>Head of Trade Assessment and Development Agency of the Ministry of Trade (2020 - 2021)</li> <li>Secretary General of the Ministry of Trade (2019 - 2020)</li> <li>Director General of Foreign Trade Ministry of Trade (2017-2019)</li> <li>Director General of Domestic Trade, Ministry of Trade (2016-2017)</li> <li>Secretary of the Directorate General of Foreign Trade, Ministry of Trade (2016)</li> <li>Director of Trade Security, Ministry of Trade (2014-2016)</li> <li>Director of Export of Agricultural and Forestry Products, Ministry of Trade (2014)</li> <li>Director of Trade Security, Ministry of Trade (2013-2014)</li> <li>Trade Attache Paris Ministry of Commerce (2011-2013)</li> <li>Trade Attaché Brussels Ministry of Trade (2008-2011)</li> </ul>                                           |
| 3.  | Darusman Mawardi | Komisaris Independen<br>Independent Commissioner | 74          | Laki-laki<br>Male          | Sarjana Teknik Mesin Institut Teknologi Bandung<br><br>Bachelor's degree in Mechanical Engineering from Institut Teknologi Bandung                                                                                                                                                    | <ul style="list-style-type: none"> <li>Direktur Penelitian dan Pengembangan PT Semen Tonasa (2002-2005)</li> <li>Direktur Komersial PT Semen Tonasa (2002)</li> <li>Komisaris PT Semen Baturaja (Persero) Tbk (2002)</li> <li>Direktur Teknik PT Semen Baturaja (Persero) Tbk (1986-2002)</li> <li>Kepala Departemen Litbang PT Semen Padang (1984-1986)</li> <li>Kepala Proyek Indarung IIIB PT Semen Padang (1983-1986)</li> <li>Director of Research and Development at PT Semen Tonasa (2002-2005)</li> <li>Director of Commerce at PT Semen Tonasa (2002)</li> <li>Commissioner at PT Semen Baturaja (Persero) Tbk (2002)</li> <li>Director of Engineering at PT Semen Baturaja (Persero) Tbk (1986-2002)</li> <li>Head of the Research and Development Department at PT Semen Padang (1984-1986)</li> <li>Head of the Indarung IIIB Project at PT Semen Padang (1983-1986)</li> </ul>                                                  |
| 4.  | Chowadja Sanova  | Komisaris Independen<br>Independent Commissioner | 38          | Laki-laki<br>Male          | <ul style="list-style-type: none"> <li>Magister Manajemen dari Robert Gordon University, Aberdeen, Inggris</li> <li>Sarjana Banking and Finance dari Universitas Victoria Melbourne, Australia</li> <li>Master Management from Robert Gordon University, Aberdeen, England</li> </ul> | <ul style="list-style-type: none"> <li>Director of Operations PT Sanjaya Cipta Sejahtera (2019-2021)</li> <li>Director of Operations PT Sanjaya Energi Asri (2015-2018)</li> <li>Budget and Cost Control PT Indo Gas Methan (2013-2015)</li> <li>Budget and Cost Control SOEL/SMEC MEO Australia International Ltd (2012-2013)</li> <li>Planning Analyst BTPO/CPO, Mobil Cepu Ltd, Exxon Mobil Indonesia (2009-2011)</li> <li>Financial Analyst USB GREF (Global Real Estate Facilities), Exxon Mobil Indonesia (2008-2009)</li> <li>Director of Operations of PT Sanjaya Cipta Sejahtera (2019-2021)</li> <li>Director of Operations of PT Sanjaya Energi Asri (2015-2018)</li> <li>Budget and Cost Control of PT Indo Gas Methan (2013-2015)</li> <li>Budget and Cost Control of SOEL/SMEC MEO Australia International Ltd (2012-2013)</li> <li>Planning Analyst of BTPO/CPO, Mobil Cepu Ltd. Exxon Mobil Indonesia (2009-2011)</li> </ul> |



### Keberagaman Dewan Komisaris Diversity of the Board of Commissioners

| No. | Nama<br>Name | Jabatan<br>Position | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                   | Pengalaman<br>Experience                                                                                                                                                                                                                     |
|-----|--------------|---------------------|-------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |              |                     |             |                            | <ul style="list-style-type: none"> <li>Bachelor's degree in Banking and Finance from Victoria University, Melbourne, Australia</li> </ul> | <ul style="list-style-type: none"> <li>Planning Analyst of BTPO/CPO, Mobil Cepu Ltd. Exxon Mobil Indonesia (2009-2011)</li> <li>Financial Analyst of USB GREFF (Global Real Estate Facilities), Exxon Mobil Indonesia (2008-2009)</li> </ul> |

### Keberagaman Direksi Diversity of the Board of Directors

| No. | Nama<br>Name      | Jabatan<br>Position                         | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                                                                                                                                                                                                    | Pengalaman<br>Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|-------------------|---------------------------------------------|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Daconi Khotob     | Direktur Utama<br>President Director        | 51          | Laki-laki<br>Male          | <ul style="list-style-type: none"> <li>Magister Manajemen, dari Universitas Andalas, (2009)</li> <li>Sarjana Teknik Kimia dari Universitas Gadjah Mada (1995)</li> <li>Master of Management, from Andalas University, (2009)</li> <li>Bachelor of Chemical Engineering from Gadjah Mada University (1995)</li> </ul>       | <ul style="list-style-type: none"> <li>Direktur Produksi &amp; Pengembangan PT Semen Baturaja (Persero) Tbk (2017 - 2022)</li> <li>Komisaris PT Baturaja Multi Usaha (2019-2020)</li> <li>Direktur Utama Klub Sepak Bola PT Kabau Sirah SP (2014-2017)</li> <li>GM Produksi V PT Semen Padang (2016-2017)</li> <li>GM Produksi IV PT Semen Padang (2015-2016)</li> <li>GM Produksi II/III PT Semen Padang (2013-2014)</li> <li>Ka. Biro Humas PT Semen Padang (2009-2012)</li> <li>Ka. Biro Produksi II/III PT Semen Padang (2006-2009)</li> <li>Director of Production &amp; Development of PT Semen Baturaja (Persero) Tbk (2017 - 2022)</li> <li>Commissioner of PT Baturaja Multi Usaha (2019-2020)</li> <li>President Director of PT Kabau Sirah SP Football Club (2014-2017)</li> <li>GM Production V of PT Semen Padang (Persero) (2016-2017)</li> <li>General Manager Production IV of PT Semen Padang (Persero) (2015-2016)</li> <li>General Manager of Production II/III of PT Semen Padang (Persero) (2013-2014)</li> <li>Head of Public Relations Bureau of PT Semen Padang (Persero) (2009-2012)</li> <li>Head of Production II/III Bureau of PT Semen Padang (Persero) (2006-2009)</li> </ul> |
| 2.  | Mukhamad Saifudin | Direktur Pemasaran<br>Director of Marketing | 52          | Laki-laki<br>Male          | <ul style="list-style-type: none"> <li>Sarjana Teknik Mesin dari Institut Teknologi Bandung (1993)</li> <li>Magister Manajemen dari Universitas Gadjah Mada (2002)</li> <li>Bachelor's degree in Mechanical Engineering of Institut Teknologi Bandung</li> <li>Master of Management from Gadjah Mada University</li> </ul> | <ul style="list-style-type: none"> <li>Direktur Utama PT Semen Gresik (Semen Indonesia Group) (2018-2020)</li> <li>Direktur Komersial PT Semen Gresik (Semen Indonesia Group) (2015-2018)</li> <li>CEO Thang Long Cement Company (TLCC) Vietnam (Semen Gresik Group) (2014-2015)</li> <li>Production Director TLCC (Semen Indonesia Group) (2013)</li> <li>General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |





### Keberagaman Direksi

Diversity of the Board of Directors

| No. | Nama<br>Name   | Jabatan<br>Position                                                        | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                | Pengalaman<br>Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|----------------|----------------------------------------------------------------------------|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                |                                                                            |             |                            |                                                                                                                                        | <ul style="list-style-type: none"> <li>Ahli Utama - II Direktorat Keuangan "Project Manager Pengembangan Semen Gresik Group ICT Master Plan" (2008-2010)</li> <li>Kepala Divisi Sistem Informasi "Project Manager Pengembangan Semen Gresik Group ICT Master Plan" (2006-2008)</li> <li>Pjs Kepala Bagian Perencanaan Teknik "Productive Maintenance (TPM) Master Plan" Semen Gresik Group (2003-2006)</li> <li>President Director of PT Semen Gresik (Semen Indonesia Group) (2018-2020)</li> <li>Commercial Director of PT Semen Gresik (Semen Indonesia Group) (2015-2018)</li> <li>CEO of Thang Long Cement Company (TLCC) Vietnam (Semen Gresik Group) (2014-2015)</li> <li>Production Director TLCC (Semen Indonesia Group) (2013)</li> <li>General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012)</li> <li>Main Expert - II Directorate of Finance "Semen Gresik Development Project Manager Group ICT Master Plan" (2008-2010)</li> <li>Head of Information System Division "Project Manager for Development of Semen Gresik Group ICT Master Plan" (2006-2008)</li> <li>Acting Head of Technical Planning Section "Productive Maintenance (TPM) Master Plan" Semen Gresik Group (2003-2006)</li> </ul> |
| 3.  | Suherman Yahya | Direktur Produksi dan Pengembangan<br>Director of Production & Development | 48          | Laki-laki<br>Male          | Sarjana Teknik Elektro dari Universitas Indonesia (1999)<br><br>Bachelor of Electrical Engineering from University of Indonesia (1999) | <ul style="list-style-type: none"> <li>Vice President Research &amp; Engineering PT Semen Baturaja Tbk (2021 - 2022)</li> <li>Vice President Strategic Planning &amp; Project Management Office PT Semen Baturaja Tbk (2020 – 2021)</li> <li>Vice President PMO PT Semen Baturaja Tbk (2019 – 2020)</li> <li>Vice President ICT PT Semen Baturaja Tbk (2018 – 2019)</li> <li>Vice President Strategic Planning dan PMO PT Semen Baturaja Tbk (2018-2019)</li> <li>Vice President Quality, Health, Safety and Environment (QHSE) PT Semen Baturaja Tbk</li> <li>Ka. Departemen Litbang PT Semen Baturaja Tbk (2013 - 2018)</li> <li>Ka. Departemen Logistik PT Semen Baturaja Tbk (2011 – 2013)</li> <li>Ka. Biro PTP PT Semen Baturaja Tbk (2010 – 2011)</li> <li>Ka. Biro Pemeliharaan PT Semen Baturaja Tbk (2008 – 2010)</li> <li>Wakil Ka. Biro Pemeliharaan PT Semen Baturaja Tbk (2006 – 2008)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |



### Keberagaman Direksi Diversity of the Board of Directors

| No. | Nama<br>Name             | Jabatan<br>Position                                                               | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                                                                                                                                                                                          | Pengalaman<br>Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|--------------------------|-----------------------------------------------------------------------------------|-------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                          |                                                                                   |             |                            |                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Vice President Research &amp; Engineering PT Semen Baturaja Tbk (2021 - 2022)</li> <li>Vice President of Strategic Planning &amp; Project Management Office of PT Semen Baturaja Tbk (2020 - 2021)</li> <li>Vice President of PMO PT Semen Baturaja Tbk (2019 - 2020)</li> <li>Vice President of ICT PT Semen Baturaja Tbk (2018 - 2019)</li> <li>Vice President of Strategic Planning and PMO PT Semen Baturaja Tbk (2018-2019)</li> <li>Vice President of Quality, Health, Safety and Environment (QHSE) of PT Semen Baturaja Tbk</li> <li>Head of Research and Development Department of PT Semen Baturaja Tbk (2013 - 2018)</li> <li>Head of Logistics Department of PT Semen Baturaja Tbk (2011 - 2013)</li> <li>Head of PTP Bureau PT Semen Baturaja Tbk (2010 - 2011)</li> <li>Head of Maintenance Bureau of PT Semen Baturaja Tbk (2008 - 2010)</li> <li>Deputy Head of Maintenance Bureau of PT Semen Baturaja Tbk (2006 - 2008)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 4.  | Tubagus Muhammad Dharury | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | 55          | Laki-laki<br>Male          | <ul style="list-style-type: none"> <li>Magister Manajemen dari Universitas Gadjah Mada (2008)</li> <li>Sarjana Akuntansi dari Universitas Airlangga (1991)</li> <li>Master of Management from Gadjah Mada University (2008)</li> <li>Bachelor's degree of Accounting from Airlangga University (1991)</li> </ul> | <ul style="list-style-type: none"> <li>Direktur Keuangan PT Semen Padang (Semen Indonesia Group) (2019-2022)</li> <li>Komisaris Utama PT Sepatim Batamtama (2019 - 2022)</li> <li>Dewan Komisaris PT United Tractors Semen Gresik (2014 - 2019)</li> <li>General Manager Internal Audit PT Semen Gresik (Semen Indonesia Group), serta General Manager Internal Audit Group PT Semen Indonesia (Persero) Tbk (2017 - 2019)</li> <li>General Manager Accounting &amp; Human Capital Department PT Semen Gresik (Semen Indonesia Group) (2014 - 2016)</li> <li>Senior Group Finance Management Accountant - Department Of Group Finance Management PT Semen Indonesia (Persero) Tbk (2012 - 2014)</li> <li>Direktur Keuangan PT Swadaya Graha (2002 - 2012)</li> <li>Direktur Keuangan PT Industri Kemasan Semen Gresik (Semen Gresik Group) (2002)</li> <li>Finance Director of PT Semen Padang (Semen Indonesia Group) (2019-2022)</li> <li>President Commissioner of PT Sepatim Batamtama (2019 - 2022)</li> <li>Board of Commissioners of PT United Tractors Semen Gresik (2014 - 2019)</li> <li>General Manager of Internal Audit of PT Semen Gresik (Semen Indonesia Group), and General Manager of Internal Audit Group of PT Semen Indonesia (Persero) Tbk (2017 - 2019)</li> <li>Senior Group Finance Management Accountant - Department Of Group Finance Management PT Semen Indonesia (Persero) Tbk (2012 - 2014)</li> <li>Finance Director of PT Swadaya Graha (2002 - 2012)</li> <li>Finance Director of PT Industri Kemasan Semen Gresik (Semen Gresik Group) (2002)</li> </ul> |



## Keberagaman Direksi

### Diversity of the Board of Directors

| No. | Nama<br>Name   | Jabatan<br>Position                                             | Usia<br>Age | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                                                                                                    | Pengalaman<br>Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|----------------|-----------------------------------------------------------------|-------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.  | Gatot Mardiana | Direktur Umum dan<br>SDM<br>Director of General<br>Affairs & HR | 52          | Laki-laki<br>Male          | <p>Sarjana Teknik Kimia dari Institut Teknologi Pembangunan Surabaya (2009).</p> <p>Bachelor's degree in Chemical Engineering from the Institut Teknologi Pembangunan Surabaya (2009).</p> | <ul style="list-style-type: none"> <li>GM of Communication &amp; Legal Merangkap Corporate Secretary PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2019-2022)</li> <li>Komisaris Utama PT Sinergi Mitra Operasi Rembang (2020 - 2022)</li> <li>GM of Maintenance PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2019)</li> <li>GM of Operational Support (PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2018)</li> <li>GM of Production PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2018)</li> <li>SM of Production Support PT Semen Gresik (Semen Indonesia Group) - Pabrik Rembang (2017)</li> <li>GM of Communication &amp; Legal Also Corporate Secretary PT Semen Gresik (Semen Indonesia Group) - Rembang Factory (2019-2022)</li> <li>President Commissioner of PT Sinergi Mitra Operations Rembang (2020 - 2022)</li> <li>GM of Maintenance PT Semen Gresik (Semen Indonesia Group) - Rembang Factory (2019)</li> <li>GM of Operational Support (PT Semen Gresik (Semen Indonesia Group) - Rembang Factory (2018)</li> <li>GM of Production PT Semen Gresik (Semen Indonesia Group) - Rembang Factory (2018)</li> <li>SM of Production Support PT Semen Gresik (Semen Indonesia Group) - Rembang Factory (2017)</li> </ul> |

## PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Penilaian Dewan Komisaris dan Direksi menggunakan parameter penilaian yang mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 06 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

Pelaksanaan penilaian kinerja Dewan Komisaris dilakukan setiap tahunnya oleh Pemegang Saham dalam Rapat Umum Pemegang Saham. Penilaian ini ditentukan berdasarkan tugas dan kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku, Anggaran Dasar Perusahaan 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 Perusahaan selama tahun buku. Evaluasi kinerja Dewan Komisaris dilakukan secara berkala setiap setahun sekali.

## ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The evaluation of the Board of Commissioners and Board of Directors is conducted using assessment parameters that refer to the Decree of the Secretary of the Ministry of SOE No. SK-16/S.MBU/2012, dated June 06, 2012. This decree provides indicators/parameters for assessing and evaluating the implementation of Good Corporate Governance in SOEs, which serve as a reference for assessing the performance of the Board of Commissioners and Directors.

### Performance Assessment of the Board of Commissioners

The annual performance evaluation of the Board of Commissioners is conducted by the Shareholders during the General Meeting of Shareholders. The assessment is based on the duties and obligations outlined in the relevant laws and regulations, the Company's Articles of Association, and the Shareholders' mandate. The evaluation results are reflected in the GMS Decision, which approves and ratifies the Financial Statements, including the Board of Commissioners' report on the Company's oversight duties for the fiscal year. The performance appraisal of the Board of Commissioners is conducted regularly once a year.



## 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.

Penilaian Kinerja Dewan Komisaris 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.
  - b. Menyampaikan laporan pelaksanaan tugas pengawasan.
3. Aspek lain-lain (peningkatan kompetensi)  
Kriteria penilaian kinerja Dewan Komisaris selama tahun 2022 diukur berdasarkan realisasi program kerja terhadap target Rencana Kerja Tahunan Dewan Komisaris tahun 2022.

### Penilaian Kinerja Dewan Komisaris berdasarkan Assessment GCG

Penilaian Kinerja Dewan Komisaris dengan metode *Assessment* telah disesuaikan dengan kriteria penilaian pada Aspek Dewan Komisaris yang mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 06 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 2022 dengan menyampaikan laporan pelaksanaan tugas pengawasan dalam laporan tahunan Perusahaan, kepada Pemegang Saham dalam RUPS yang diselenggarakan pada tahun 2023.

Penilaian ini juga dilakukan setiap tahunnya. Di tahun 2022, penilaian kinerja Dewan Komisaris dilakukan oleh Konsultan Independen dari PT Citra Solusi Manajemen.

## Criteria Used in Assessment

### Performance Assessment of the Board of Commissioners based on KPI

The Board of Commissioners' Performance Assessment is conducted based on the Key Performance Indicators (KPI) which measures the successful implementation of their supervisory duties and providing advice to the Board of Directors in accordance with the Articles of Association and applicable laws and regulations.

The Board of Commissioners' KPI is derived from the criteria for their Performance Assessment, which is stated in their Work Plan and Budget. The KPI comprises of three aspects:

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. Submit reports on the implementation of supervisory duties.
3. Other aspects (competency improvement)

The criteria used for performance assessment of the Board of Commissioners for the year 2022 will be based on the achievements of the Board's work program in line with the targets outlined in the 2022 Annual Work Plan of the Board of Commissioners.

### Performance Assessment of the Board of Commissioners Based on GCG Assessment

The performance assessment of the Board of Commissioners has been modified to align with the assessment criteria outlined in the decree issued by the Secretary of the Ministry of BUMN (State-Owned Enterprises) No. SK-16/S.MBU/2012 on June 06, 2012. The decree specifies the indicators and parameters for assessing and evaluating the implementation of good corporate governance in state-owned enterprises, particularly in terms of the aspects of the Board of Commissioners.

### Procedures and Parties Conducting the Assessment

The General Meeting of Shareholders (GMS) is responsible for evaluating the performance of the Board of Commissioners, who in turn are accountable for their achievements during the 2022 period. This is done by submitting a report on the implementation of their supervisory duties in the Company's annual report, which will be presented to shareholders at the GMS scheduled for 2023.

Furthermore, the performance assessment of the Board of Commissioners is conducted annually, and for the 2022 assessment, an independent consultant from PT Citra Solusi Manajemen will be employed to carry out the evaluation.



## Skor Penilaian Masing-masing Kriteria

Kinerja Dewan Komisaris di tahun 2022, dinilai telah berjalan dengan baik yang tercermin dalam perolehan skor *assessment* GCG pada aspek Dewan Komisaris sebesar 34,917 dari bobot sebesar 35,000 atau setara dengan persentase pencapaian sebesar 99,76%. Berikut penjelasan hasil *assessment* atas kinerja Dewan Komisaris:

## Assessment Score on Each Criteria

The performance of the Board of Commissioners in 2022 has been exemplary, as evidenced by the impressive score of 34.917 out of a possible weight of 35.000 in the GCG assessment, which translates to an achievement percentage of 99.76%. Here is a breakdown of the assessment results for the Board of Commissioners' performance:

| No. | Aspek Pengujian/Indikator/Parameter<br>Test Aspect/Indicator/Parameter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Jumlah Parameter<br>Number of Parameters | Bobot<br>Weight | Capaian Tahun 2022<br>Achievement in 2022 |                            |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------|-------------------------------------------|----------------------------|
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                          |                 | Skor<br>Score                             | Capaian<br>Achievement (%) |
| 1.  | Dewan Komisaris/Dewan Pengawas melaksanakan program pelatihan/ pembelajaran secara berkelanjutan.<br>The Board Commissioners/Supervisory Board conducts sustainable training/educational programs.                                                                                                                                                                                                                                                                                                                                                                                            | 2                                        | 1,348           | <b>1,348</b>                              | <b>100,00</b>              |
| 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.<br>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           | <b>2,127</b>                              | <b>100,00</b>              |
| 3.  | Dewan Komisaris/Dewan Pengawas memberikan persetujuan atas rencana RJPP dan RKAP yang disampaikan oleh Direksi.<br>The Board of Commissioners/Supervisory Board approve the RJPP and RKAP submitted by the Board of Directors.                                                                                                                                                                                                                                                                                                                                                                | 2                                        | 2,904           | <b>2,904</b>                              | <b>100,00</b>              |
| 4.  | Dewan Komisaris/Dewan Pengawas memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.<br>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           | <b>9,593</b>                              | <b>100,00</b>              |
| 5.  | Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.<br>The Board of Commissioners/Supervisory Board supervises the Board of Directors on the implementation of Company plans and policies.                                                                                                                                                                                                                                                                                                                            | 6                                        | 6,479           | <b>6,479</b>                              | <b>100,00</b>              |
| 6.  | Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap kebijakan pengelolaan anak perusahaan/ perusahaan patungan.<br>The Board of Commissioners/Supervisory Board carries out supervision of the management policies of subsidiaries/joint Venture companies.                                                                                                                                                                                                                                                                                                                       | 2                                        | 1,504           | <b>1,504</b>                              | <b>100,00</b>              |
| 7.  | Dewan Komisaris/Dewan Pengawas berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolegal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi.<br>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           | <b>2,437</b>                              | <b>100,00</b>              |
| 8.  | Dewan Komisaris/Dewan Pengawas melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya.<br>The Board of Commissioners/Supervisory Board takes action against potential conflicts of interest that concern him/herself.                                                                                                                                                                                                                                                                                                                                               | 1                                        | 0,571           | <b>0,571</b>                              | <b>100,00</b>              |
| 9.  | Dewan Komisaris/Dewan Pengawas memantau dan memastikan bahwa praktik tata kelola perusahaan yang baik telah diterapkan secara efektif dan berkelanjutan.<br>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           | <b>1,659</b>                              | <b>100,00</b>              |





| No.          | Aspek Pengujian/Indikator/Parameter<br>Test Aspect/Indicator/Parameter                                                                                                                                                                                                                                                                                                                                                          | Jumlah Parameter<br>Number of Parameters | Bobot<br>Weight | Capaian Tahun 2022<br>Achievement in 2022 |                            |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------|-------------------------------------------|----------------------------|
|              |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                          |                 | Skor<br>Score                             | Capaian<br>Achievement (%) |
| 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.<br>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.<br>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.<br>The Board of Commissioners/Supervisory Board has an effective Committee of the Board of Commissioners/Supervisory Board.                                                                                                                                                                                                        | 5                                        | 2,437           | 2,354                                     | 96,59                      |
| <b>Total</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>43</b>                                | <b>35,000</b>   | <b>34,917</b>                             | <b>99,76</b>               |

### Rekomendasi Hasil Penilaian

Berikut rekomendasi hasil penilaian Aspek Dewan Komisaris:

1. Komite Audit 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 No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
2. 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 tahunan sebagai bentuk pertanggungjawaban pelaksanaan tugas komite sebagaimana diatur di dalam Peraturan Menteri BUMN No. 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 2021 yang belum selesai ditindaklanjuti selama tahun 2022 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. Komite Audit dan Komite Manajemen Risiko belum menyusun perbandingan realisasi kegiatan dengan program kerja tahunan komite dalam Laporan Komite.

### Recommendations on Assessment Results

Here are the recommendations based on the results of the Board of Commissioners' aspect assessment:

1. The Audit Committee should provide a report that includes a comparison of their actual activities with the annual work program submitted to the Board of Commissioners, on a quarterly and annual basis. This will serve as a form of accountability for the proper implementation of committee duties as specified in the Minister of SOE Regulation No. PER-12/MBU/2012, dated August 24, 2012, which outlines the supporting organs for the Board of Commissioners/Supervisory Board of State-Owned Business Entities.
2. The Risk Management Committee should prepare and submit a report that compares their actual activities with the annual work programs submitted to the Board of Commissioners, on an annual basis. This report will serve as a means of accountability for carrying out committee duties, as stated in the Minister of SOE Regulation No. PER-12/MBU/2012, dated August 24, 2012, which outlines the supporting organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

### Reasons Recommendations Have Not Yet/ Not Implemented

Several recommendations from the 2021 GCG assessment results were not implemented during 2022 due to the following reasons.

1. The GMS minutes did not provide reasons for the dismissal of the Board of Directors and Board of Commissioners' members, as the Shareholders did not disclose the reasons for the dismissal.
2. The Audit Committee and Risk Management Committee failed to include a comparison of activity realization with the committee's annual work program in their respective reports.



## Penilaian Kinerja Direksi

Pelaksanaan penilaian kinerja Direksi dilakukan setiap tahunnya oleh Pemegang Saham dalam Rapat Umum Pemegang Saham secara kolegal. Penilaian ini ditentukan berdasarkan kinerja Perusahaan yang dituangkan dalam persetujuan dan pengesahan Laporan Tahunan Perusahaan oleh RUPS. 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.

### 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 No. PER-11/MBU/11/2020 tanggal 12 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara serta Aspirasi Pemegang Saham No. S-787/MBU/10/2021, 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 2022 yang tercantum dalam Kontrak Manajemen adalah sebagai berikut :

## Performance Assessment of the Board of Directors

The Board of Directors undergoes an annual performance appraisal by Shareholders during a General Meeting of Shareholders. This assessment is based on the Company's performance, as reflected in the approval and ratification of the Company's Annual Report by the GMS. The results of the collective evaluation of the Board of Directors' performance, as well as the performance of individual Board members, serve as a means of evaluating and enhancing the Board's effectiveness and form an integral part of the Board's compensation scheme. The Board of Commissioners reports the Board of Directors' performance results to the GMS in the Board of Commissioners' Supervisory Task Report.

### Criteria Used in the Assessment

#### Performance Assessment of the Board of Directors Based on KPI

The Board of Directors' performance is evaluated based on the achievement of Key Performance Indicators (KPIs) that have been compiled. This evaluation follows the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-11/MBU/11/2020 dated November 12, 2020, on Management Contracts and Annual Management Contracts for Board Directors of State-Owned Enterprises, and the Shareholders' Aspirations No. S-787/MBU/10/2021. The KPIs include:

1. Economic and Social Value for Indonesia
2. Business Model Innovation
3. Technology Leadership
4. Investment Energize
5. Talent Development

The Directors' KPI targets for 2022 listed in the Management Contract are as follows:

| No. | Key Performance Indicator<br>Key Performance Indicator                                     | Satuan<br>Unit           | Target<br>RKAP/<br>Kontrak<br>Manajemen<br>RKAP Target/<br>Management<br>Contract | Polaritas<br>Polarity | Bobot<br>Weight |
|-----|--------------------------------------------------------------------------------------------|--------------------------|-----------------------------------------------------------------------------------|-----------------------|-----------------|
| Sub |                                                                                            |                          |                                                                                   |                       | Total           |
| A   | <b>Nilai Ekonomi dan Sosial untuk Indonesia</b><br>Economic and Social Value for Indonesia |                          |                                                                                   |                       | <b>33</b>       |
|     | <b>Finansial</b><br>Financial                                                              |                          |                                                                                   |                       | <b>18</b>       |
| 1   | EBITDA                                                                                     | Rp Miliar<br>IDR Billion | 470                                                                               | Maximize              | 5               |
| 2   | Return on Investment Capital (ROIC) $\geq$ WACC                                            | %                        | (4,09)                                                                            | Maximize              | 4               |
| 3   | Interest Bearing Debt to Invested Capital                                                  | %                        | 30,77                                                                             | Minimize              | 5               |
| 4   | Interest Bearing Debt to EBITDA                                                            | Kali (x)<br>Times        | 3,38                                                                              | Minimize              | 4               |



| No.                                                        | Key Performance Indicator<br>Key Performance Indicator                                                                                                                                                                                                    | Satuan<br>Unit | Target<br>RKAP/<br>Kontrak<br>Manajemen<br>RKAP Target/<br>Management<br>Contract | Polaritas<br>Polarity | Bobot<br>Weight |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------|-----------------------|-----------------|
|                                                            |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | Sub             |
|                                                            |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | Total           |
| <b>Operational</b><br>Operational                          |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | <b>10</b>       |
| 5                                                          | Overall Equipment Effectiveness (OEE)                                                                                                                                                                                                                     | %              | 85                                                                                | Maximize              | 5               |
| 6                                                          | Capacity Utilization Rate                                                                                                                                                                                                                                 | %              | 54,13                                                                             | Maximize              | 5               |
| <b>Sosial</b><br>Social                                    |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | <b>5</b>        |
| 7                                                          | Thermal Substitution Rate                                                                                                                                                                                                                                 | %              | 1                                                                                 | Maximize              | 5               |
| <b>B Inovasi Model Bisnis</b><br>Business Model Innovation |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | <b>18</b>       |
| 1                                                          | Pertumbuhan Pendapatan Transaksi Digital Platform<br>Revenue Growth of Digital Platform Transaction                                                                                                                                                       | %              | 100                                                                               | Maximize              | 9               |
| 2                                                          | Downstream Business Contribution to Total Revenue<br>Downstream Business Contribution to Total Revenue                                                                                                                                                    | %              | 1,76                                                                              | Maximize              | 9               |
| <b>C Kepemimpinan Teknologi</b><br>Technology Leadership   |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | <b>18</b>       |
| 1                                                          | Intelligence Process Control System (IPCS)                                                                                                                                                                                                                | Waktu Time     | Des-2022                                                                          | Minimize              | 9               |
| 2                                                          | Predictive Maintenance Berbasis Artificial Intelligence (PMAI)                                                                                                                                                                                            | Waktu Time     | Des-2022                                                                          | Minimize              | 9               |
| <b>D Peningkatan Investasi</b><br>Investment Energize      |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | <b>15</b>       |
| 1                                                          | Realisasi Investasi<br>Investment Realization                                                                                                                                                                                                             | %              | 100                                                                               | Maximize              | 7               |
| 2                                                          | Score Risk Maturity Index<br>Score Risk Maturity Index                                                                                                                                                                                                    | Nilai Value    | 3,96                                                                              | Maximize              | 8               |
| <b>E Pengembangan Talenta</b><br>Talent Development        |                                                                                                                                                                                                                                                           |                |                                                                                   |                       | <b>16</b>       |
| 1                                                          | Rasio Perempuan dalam <i>nominated talent</i> dan rasio milenial dalam <i>nominated talent</i><br>The ratio of women in nominated talent and the ratio of millennials in nominated talent                                                                 |                |                                                                                   |                       |                 |
|                                                            | Milenial ( $\leq 42$ tahun) dalam <i>nominated talent</i><br>Millennials ( $\leq 42$ years) in nominated talent                                                                                                                                           | %              | 20                                                                                | Maximize              | 5               |
|                                                            | Perempuan dalam <i>nominated talent</i><br>Women in nominated talent                                                                                                                                                                                      | %              | 10                                                                                | Maximize              | 5               |
| 2                                                          | Implementasi/penyusunan kebijakan terkait <i>Talent Development &amp; Career Path System</i> di lingkup Holding/Klaster<br>Implementation/composition of policies related to the Talent Development & Career Path System within the Holding/Cluster scope | %              | Min. 50                                                                           | Maximize              | 6               |





## Penilaian Kinerja Direksi berdasarkan Assessment GCG

Penilaian Kinerja Direksi dengan metode Assessment telah disesuaikan dengan kriteria penilaian pada Aspek Direksi yang mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 06 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 Direksi dilaksanakan dengan menggunakan metode Assessment berdasarkan indikator dan kriteria yang telah ditetapkan. Direksi mempertanggungjawabkan kinerjanya selama periode 2022 pada RUPS yang akan diselenggarakan pada tahun 2023.

Penilaian ini juga dilakukan setiap tahunnya. Di tahun 2022, penilaian kinerja Direksi dilakukan oleh Konsultan Independen dari PT Citra Solusi Manajemen.

## Skor Penilaian Masing-masing Kriteria

### 1. Berdasarkan Pencapaian KPI

Perusahaan telah menetapkan capaian kinerja tahun 2022 yang dimuat dalam *Key Performance Indicator* (KPI). Di tahun 2022, Perusahaan berhasil mencapai nilai 99,57% dari total keseluruhan target yang telah dicanangkan. Rinciannya disampaikan dalam tabel berikut ini:

## Performance Evaluation of the Board of Directors Based on GCG Assessment

The Performance Assessment of the Board of Directors is conducted using an Assessment method that has been tailored to the assessment criteria for the Board of Directors' aspects, as stipulated in the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 06, 2012. The decree outlines the indicators and parameters for assessing and evaluating the implementation of Good Corporate Governance in State-Owned Enterprises.

## Procedures and Parties Conducting the Assessment

The performance of the Board of Directors is evaluated annually using predetermined indicators and criteria through an Assessment method. The Board of Directors is responsible for its performance during the 2022 period, which will be reviewed at the GMS scheduled for 2023.

This assessment is conducted on an annual basis, and for the year 2022, an independent consultant from PT Citra Solusi Manajemen will be responsible for evaluating the performance of the Board of Directors.

## Assessment Score on Each Criteria

### 1. Based on KPI Achievement

The company has established performance targets for 2022, which are included in the Key Performance Indicators (KPIs). In that year, the company successfully achieved 99.57% of the total targets that were set. The details of these achievements are presented in the table below:

| No. | Key Performance Indicator                                                                         | Satuan Unit              | Target RKAP/<br>Kontrak<br>Manajemen<br>Target RKAP/<br>Management<br>Contract | Polaritas<br>Polarity | Bobot<br>Weight | Pencapaian 2022<br>Achievement 2022 |                |        |
|-----|---------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------------------------------------------------|-----------------------|-----------------|-------------------------------------|----------------|--------|
|     |                                                                                                   |                          |                                                                                |                       |                 | Total<br>Total                      | Nilai<br>Value | %<br>% |
| A   | <b>Nilai Ekonomi dan Sosial<br/>untuk Indonesia</b><br>Economic and Social Value<br>for Indonesia |                          |                                                                                |                       |                 | <b>33</b>                           |                |        |
|     | <b>Finansial</b><br>Financial                                                                     |                          |                                                                                |                       |                 | <b>18</b>                           |                |        |
| 1   | EBITDA                                                                                            | Rp Miliar<br>IDR Billion | 470                                                                            | Maximize              | 5               | 437                                 | 93             | 4,65   |
| 2   | Return on Investment Capital<br>(ROIC) $\geq$ WACC                                                | %                        | (4,09)                                                                         | Maximize              | 4               | (3,64)                              | 110            | 4,40   |
| 3   | Interest Bearing Debt to<br>Invested Capital                                                      | %                        | 30,77                                                                          | Minimize              | 5               | 31,80                               | 97             | 4,83   |
| 4   | Interest Bearing Debt to<br>EBITDA                                                                | Kali (x)<br>Times (x)    | 3,38                                                                           | Minimize              | 4               | 3,29                                | 103            | 4,11   |



| No.              | Key Performance Indicator<br>Key Performance Indicator                                                                                                                      | Satuan Unit | Target RKAP/<br>Kontrak Manajemen<br>Target RKAP/<br>Management Contract | Polaritas<br>Polarity | Bobot<br>Weight | Pencapaian 2022<br>Achievement 2022 |     |              |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------|-----------------------|-----------------|-------------------------------------|-----|--------------|
|                  |                                                                                                                                                                             |             |                                                                          |                       | Total Total     | Nilai Value                         | %   | Bobot Weight |
| Operational      |                                                                                                                                                                             |             |                                                                          |                       | 10              |                                     |     |              |
| 5                | Overall Equipment Effectiveness (OEE)                                                                                                                                       | %           | 85                                                                       | Maximize              | 5               | 84,60                               | 100 | 4,98         |
| 6                | Capacity Utilization Rate                                                                                                                                                   | %           | 54,13                                                                    | Maximize              | 5               | 51,83                               | 96  | 4,79         |
| Sosial<br>Social |                                                                                                                                                                             |             |                                                                          |                       | 5               |                                     |     |              |
| 7                | Thermal Substitution Rate                                                                                                                                                   | %           | 1                                                                        | Maximize              | 5               | 2,62                                | 110 | 5,50         |
| B                | Inovasi Model Bisnis<br>Business Model Innovation                                                                                                                           |             |                                                                          |                       | 18              |                                     |     |              |
| 1                | Pertumbuhan Pendapatan Transaksi Digital Platform<br>Revenue Growth of Digital Platform Transaction                                                                         | %           | 100                                                                      | Maximize              | 9               | 226                                 | 110 | 9,90         |
| 2                | Downstream Business Contribution to Total Revenue                                                                                                                           | %           | 1,76                                                                     | Maximize              | 9               | 1,69                                | 96  | 8,67         |
| C                | Kepemimpinan Teknologi<br>Technology Leadership                                                                                                                             |             |                                                                          |                       | 18              |                                     |     |              |
| 1                | Intelligence Process Control System (IPCS)                                                                                                                                  | Waktu Time  | Des-2022<br>Dec-2022                                                     | Minimize              | 9               | Nov-2022                            | 110 | 9,90         |
| 2                | Predictive Maintenance Berbasis Artificial Intelligence (PMAI)                                                                                                              | Waktu Time  | Des-2022<br>Dec-2022                                                     | Minimize              | 9               | Des-2022<br>Dec-2022                | 100 | 9,00         |
| D                | Peningkatan Investasi<br>Investment Engerize                                                                                                                                |             |                                                                          |                       | 15              |                                     |     |              |
| 1                | Realisasi Investasi<br>Investment Realization                                                                                                                               | %           | 100                                                                      | Maximize              | 7               | 50,69                               | 51  | 3,55         |
| 2                | Score Risk Maturity Index                                                                                                                                                   | Nilai Value | 3,96                                                                     | Maximize              | 8               | 4,22                                | 110 | 8,80         |
| E                | Pengembangan Talenta<br>Talent Development                                                                                                                                  |             |                                                                          |                       | 16              |                                     |     |              |
| 1                | Rasio Perempuan dalam nominated talent dan rasio milenial dalam nominated talent<br>The ratio of women in nominated talent and the ratio of millennials in nominated talent |             |                                                                          |                       |                 |                                     |     |              |
|                  | Milenial (≤ 42 tahun) dalam nominated talent<br>Millennials (≤ 42 years) in nominated talent                                                                                | %           | 20                                                                       | Maximize              | 5               | 30                                  | 110 | 5,50         |
|                  | Perempuan dalam nominated talent<br>Women in nominated talent                                                                                                               | %           | 10                                                                       | Maximize              | 5               | 10                                  | 100 | 5,00         |





| No.          | Key Performance Indicator<br>Key Performance Indicator                                                                                                                                                                                           | Satuan<br>Unit | Target RKAP/<br>Kontrak<br>Manajemen<br>Target RKAP/<br>Management<br>Contract | Polaritas<br>Polarity | Bobot<br>Weight | Pencapaian 2022<br>Achievement 2022 |     |      |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------|-----------------------|-----------------|-------------------------------------|-----|------|
| 2            | Implementasi/penyusunan kebijakan terkait Talent Development & Career Path System di lingkup Holding/ Kluster<br>Implementation/composition of policies related to the Talent Development & Career Path System within the Holding/ Cluster scope | %              | Min. 50                                                                        | Maximize              | 6               | 50                                  | 100 | 6,00 |
| Jumlah Total |                                                                                                                                                                                                                                                  |                |                                                                                |                       |                 | 99,57                               |     |      |

## 2. Berdasarkan Skor Assessment GCG

Kinerja Direksi di tahun 2022, dinilai telah berjalan dengan baik yang tercermin dalam perolehan skor *assessment* GCG pada aspek Direksi sebesar 34,884 dari bobot sebesar 35,000 atau setara dengan persentase pencapaian sebesar 99,67%. Berikut penjelasan hasil *assessment* atas kinerja Direksi:

## 2. Based on GCG Assessment Score

The performance of the Board of Directors in 2022 is considered to have been satisfactory, as demonstrated by the GCG assessment score on the Board of Directors aspect, which reached 34,884 out of a possible 35,000, equivalent to a percentage of 99.67% achievement. The following is an explanation of the performance assessment results for the Board of Directors:

| No. | Aspek Pengujian/Indikator/Parameter<br>Test Aspect/Indicator/Parameter                                                                                                                                                                                                         | Jumlah Parameter<br>Number of Parameters | Bobot<br>Weight | Capaian Tahun 2022<br>Achievement in 2022 |                            |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------|-------------------------------------------|----------------------------|
|     |                                                                                                                                                                                                                                                                                |                                          |                 | Skor<br>Score                             | Capaian<br>Achievement (%) |
| 1.  | Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan.<br>The Board of Directors carries out training/learning programs sustainably.                                                                                                                        | 2                                        | 1,089           | 1,089                                     | 100,00                     |
| 2.  | Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas.<br>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.<br>The Board of Directors prepares the Company Plans                                                                                                                                                                                  | 5                                        | 4,044           | 4,044                                     | 100,00                     |
| 4.  | Direksi berperan dalam pemenuhan target kinerja perusahaan.<br>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.<br>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.<br>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> .<br>The Board of Directors conducts value-added relations for the Company and its stakeholders.                                                                                       | 8                                        | 6,689           | 6,689                                     | 100,00                     |



| No.                 | Aspek Pengujian/Indikator/Parameter<br>Test Aspect/Indicator/Parameter                                                                                                                                                                                                                                                                                                                                                                                                                          | Jumlah Parameter<br>Number of Parameters | Bobot Weight  | Capaian Tahun 2022<br>Achievement in 2022 |                         |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------|-------------------------------------------|-------------------------|
|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                          |               | Skor Score                                | Capaian Achievement (%) |
| 8.                  | Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.<br>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                  |
| 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.<br>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.<br>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.<br>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.<br>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.<br>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                  |
| <b>Jumlah Total</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>52</b>                                | <b>35,000</b> | <b>34,884</b>                             | <b>99,67</b>            |

### Rekomendasi Hasil Penilaian

Berikut rekomendasi hasil penilaian aspek Direksi:

Direksi sebaiknya terus mengupayakan peningkatan pencapaian hasil penilaian dalam *Annual Report Award* (ARA) dengan memperhatikan rekomendasi hasil penilaian Dewan Juri *Annual Report Award* (ARA) yang telah diberikan.

### Recommendations from Assessment Results

The following are recommendations resulting from the assessment of the Board of Directors' performance:

The Board of Directors should continue to make efforts to improve the Annual Report Award (ARA) assessment results by taking into account the recommendations provided by the ARA Board of Jury.



# 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 Perusahaan mengacu kepada Peraturan Menteri BUMN No. 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 No. 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 Deputy 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 company's nomination mechanism for the Board of Commissioners follows the guidelines set in the Regulation of the Minister of SOE No. PER-02/MBU/02/2015 regarding the appointment and dismissal procedures and requirements for members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises, including its amendments under the Regulation of the Minister of SOE No. PER-10/MBU/10/2020. Therefore, the sources of potential candidates for the Board of Commissioners/Supervisory Board of SOE are as follows:

1. Former Board of Directors of SOE
2. Board of Commissioners/Supervisory Board of SOE
3. Government Structural Positions and Functional Positions
4. Other.

Prospective candidates for the Board of Commissioners must meet formal, material, and other requirements stipulated in PER-02/MBU/02/2015, as amended by PER-10/MBU/10/2020 and Authority Regulations Financial Services No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies. Evaluation of Formal Requirements and Other Requirements is carried out by the Deputy, while a team formed by the Minister of SOEs assesses the fulfillment of Material Requirements.

Candidates confirmed to have met Formal Requirements and evaluated with a "Recommended" rating can be appointed as members of the Board of Commissioners. Before the appointment, the candidate must sign a statement of resignation from other positions that are prohibited for serving concurrently as members of the Board of Commissioners, effective from their appointment date (if any).

Selected members of the Board of Commissioners/Supervisory Board must sign a letter confirming their ability to carry out their duties properly and their willingness to be dismissed at any time based on the consideration of the Minister/GMS.



## Kebijakan & Prosedur Nominasi Direksi

Mekanisme nominasi Direksi Perusahaan mengacu kepada Peraturan Menteri BUMN No. 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 Kepatutan.

Kandidat yang telah dinyatakan lulus Uji Kelayakan dan Kepatutan 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 for the Company's Board of Directors is governed by 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 of State-Owned Enterprises. The sources for selecting talents for the SOE Board of Directors are as follows:

1. Talents of the Ministry of SOE:
  - a. Echelon I;
  - b. Echelon II;
  - c. Echelon III;
  - d. Function Positions of at least equivalent to Echelon III
2. Talents of SOE
  - a. SOE's Directors;
  - b. An official one level below the SOE's Board of Directors; and/or
  - c. 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 of the company are required to fulfill the Formal and Other Requirements as stipulated in PER-11/MBU/07/2021 and Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, and pass the Fit and Proper Test.

After passing the Fit and Proper Test, the candidates are required to sign a Management Contract before their appointment as members of the Board of Directors. The appointed members must also sign a statement indicating their capability to perform their duties efficiently and their willingness to be dismissed at any time based on the decision of the Minister or GMS.





# REMUNERASI DEWAN KOMISARIS DAN DIREKSI

## REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Penetapan remunerasi bagi Dewan Komisaris dan Direksi Perusahaan mengacu pada Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara dan Surat Keputusan Menteri BUMN No. SK-156/MBU/07/2022 tanggal 25 Juli 2022 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2022 jo. No. SK-184/MBU/08/2022 tanggal 29 Agustus 2022 tentang Perubahan atas Keputusan Menteri Badan Usaha Milik Negara No. SK-156/MBU/07/2022 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2022.

The remuneration for the Company's Board of Commissioners and Directors is determined according to the guidelines set forth in Minister of SOE Regulation No. PER-13/MBU/09/2021, which amends Minister of SOE Regulation No. PER-04/MBU/2014. Additionally, the Decree of the Minister of SOE No. SK-156/MBU/07/2022 dated July 25, 2022, and its subsequent amendment, No. SK-184/MBU/08/2022 dated August 29, 2022, provide specific details regarding the determination of income for the Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises for 2022.

### Prosedur Pengusulan Remunerasi bagi Dewan Komisaris dan Direksi

Prosedur pengusulan remunerasi Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

### Procedures of Proposing Remuneration for the Board of Commissioners and the Board of Directors

The Company has policies and procedures in place to determine the remuneration of the Board of Commissioners and the Board of Directors. These policies and procedures are presented in the following diagram:







Adapun mekanisme pengusulan remunerasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

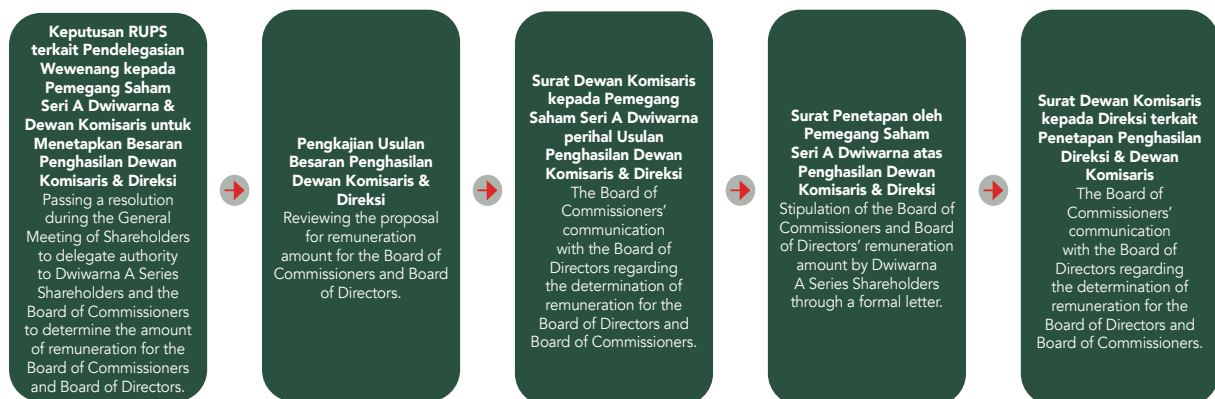
1. Dewan Komisaris melakukan penelaahan atas remunerasi yang diberikan di pasar untuk pekerjaan yang bersangkutan pada perusahaan lainnya dengan bidang usaha dan status yang sama.
2. Dengan memperhitungkan kinerja usaha Perusahaan dan kontribusi masing-masing individu, kemudian dilakukan pembahasan oleh Dewan Komisaris untuk menyiapkan rekomendasi.
3. Usulan remunerasi dari Dewan Komisaris disampaikan kepada pemegang saham untuk pembahasan dan persetujuan dalam RUPS.

The procedure for proposing compensation for the Board of Commissioners and Directors can be described as follows:

1. Initially, the Board of Commissioners evaluates the prevailing compensation levels in the market for similar positions within the industry and corresponding company status.
2. Based on the Company's performance and the contributions of each individual, the Board of Commissioners engages in deliberations to formulate its recommendations.
3. The proposed remuneration, suggested by the Board of Commissioners, is then presented to the shareholders for deliberation and approval during the General Meeting of Shareholders (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:

1. Hasil kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan yang berlaku.
2. Kewajaran dengan *peer group*.
3. Pertimbangan sasaran dan strategi jangka panjang Perusahaan.

The process of establishing remuneration is based on comprehensive studies, which consider the following factors:

1. Financial performance results, as well as the fulfillment of reserves, as stipulated by the prevailing laws and regulations..
2. Ensuring fairness with respect to peer groups.
3. Taking into account the company's long-term goals and strategies.

Perusahaan senantiasa memberikan penghargaan yang layak berupa penghasilan yang memberikan motivasi kepada Dewan Komisaris dan Direksi atas kontribusinya terhadap Perusahaan. 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 compensation in the form of income to recognize and motivate the valuable contributions of the Board of Commissioners and Directors. Remuneration for these positions is determined not only by annual Key Performance Indicators (KPIs), but also by short and long-term achievements as a result of the established system.

Dewan Komisaris menyampaikan usulan tersebut kepada Kementerian BUMN selaku Pemegang Saham Seri A Dwiwarna melalui Surat No. S-10/DK-SB/III/2022 tanggal 01 Maret 2022 perihal Usulan Remunerasi Direksi dan Dewan Komisaris PT Semen Baturaja Tbk. Persetujuan Pemegang Saham Seri A Dwiwarna diberikan berdasarkan Surat No. SR-45/Wk2.MBU.D/08/2022 tanggal 31 Agustus 2022 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja Tbk Tahun 2022 yang ditujukan kepada Direksi dan Dewan Komisaris.

The Board of Commissioners submitted a proposal for the remuneration of the Board of Directors and Board of Commissioners of PT Semen Baturaja Tbk to the Ministry of SOEs, through Letter No. S-10/DK-SB/III/2022 dated March 01, 2022. The approval of the Dwiwarna Series A Shareholders was granted based on Letter No. SR-45/Wk2.MBU.D/08/2022 dated August 31, 2022. This letter determined the income for the Board of Directors and Board of Commissioners of PT Semen Baturaja Tbk for the year 2022, and was addressed to the Board of Directors and Board of Commissioners.



Remunerasi Dewan Komisaris dan Direksi PT Semen Baturaja Tbk tahun 2022 diusulkan kepada RUPS Tahunan pada tanggal 25 Maret 2022 pada mata acara keempat, yakni Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2021 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2022. Berikut hasil keputusan RUPST tersebut:

1. Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2021, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2022; dan
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 2021, serta menetapkan gaji, tunjangan dan fasilitas bagi Direksi untuk tahun 2022.

Berdasarkan keputusan RUPS Tahunan Tahun Buku 2022 tersebut, Pemegang Saham menyetujui terkait usulan di atas. Dengan mengacu pada keputusan RUPS dan Peraturan Menteri Negara BUMN No. 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 No. SK-156/MBU/07/2022 tanggal 25 Juli 2022 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2022 jo No. SK-184/MBU/08/2022 tanggal 29 Agustus 2022 tentang Perubahan atas Keputusan Menteri Badan Usaha Milik Negara No. SK-156/MBU/07/2022 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2022, yang mengatur antara lain:

1. Besaran Gaji/Honorarium, Tunjangan, dan Fasilitas untuk Direksi dan Dewan Komisaris Tahun Buku 2022
2. Total Tantiem beserta proporsi pembagiannya untuk Direksi dan Dewan Komisaris Tahun Buku 2021
3. Kewajiban BUMN untuk memberlakukan pedoman penetapan penghasilan yang diatur dalam Peraturan Menteri BUMN No. PER-04/MBU/2014 sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN, dalam menetapkan penghasilan Direksi dan Dewan Komisaris pada Anak Perusahaan BUMN yang bersangkutan
4. Hal-hal yang perlu diperhatikan dalam usulan penetapan penghasilan Direksi dan Dewan Komisaris tahun 2023

The proposal for the remuneration of PT Semen Baturaja Tbk's Board of Commissioners and Directors for 2022 was submitted to the Annual General Meeting of Shareholders (AGMS) on March 25, 2022. It was included as the fourth agenda item, which pertained to the determination of tantiems for the Company's Directors and Board of Commissioners for the 2021 fiscal year, and the income for the 2022 fiscal year. The AGMS passed the following resolutions:

1. Approval was given to grant the Series A Dwiwarna Shareholders the authority and power to determine the amount of tantiem for the 2021 fiscal year, as well as to determine the honorariums, benefits, and facilities for the members of the Board of Commissioners for 2022.
2. Approval was given to grant the Board of Commissioners the authority and power, subject to prior written approval from the Series A Dwiwarna Shareholder, to determine the amount of tantiem for the 2021 fiscal year, as well as to determine the salaries, allowances, and facilities for the Board of Directors for 2022.

Based on the resolution passed during the Annual General Meeting of Shareholders for the 2022 Fiscal Year, the shareholders have approved the aforementioned proposal. This decision is in accordance with the resolutions made by the General Meeting of Shareholders and the Regulation of the State Minister for State-Owned Enterprises No. PER-04/MBU/2014, last amended by PER-13/MBU/09/2021 on September 24, 2021, which outlines the Guidelines for Determining Income for Directors, Board of Commissioners, and the Supervisory Board of State-Owned Enterprises in Chapter I Introduction, point E. Basic Principles. Additionally, the Decree of the Minister of State-Owned Enterprises No. SK-156/MBU/07/2022, dated July 25, 2022, was issued to determine the income for Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises for 2022. This decree was subsequently amended by No. SK-184/MBU/08/2022, dated August 29, 2022. The aforementioned decree regulates various matters, including:

1. Amount of Salary/Honorarium, Allowances, and Facilities for Directors and Board of Commissioners for Fiscal Year 2022
2. Total Tantiem and the proportion of its distribution for the Board of Directors and Board of Commissioners for Fiscal Year 2021
3. State-Owned Enterprises (SOEs) are obligated to implement income determination guidelines as stipulated in the Minister of SOE Regulation No. PER-04/MBU/2014, which has been amended multiple times, most recently through the Minister of SOE Regulation No. PER-13/MBU/09/2021, issued on September 24, 2021, regarding the Sixth Amendment to the Regulation of the Minister of SOE No. PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of SOEs. These guidelines are utilized for determining the income of Directors and Board of Commissioners of relevant SOE subsidiaries.
4. Matters that need to be considered in the proposal to determine the income of the Board of Directors and Board of Commissioners in 2023



## Dasar Penetapan

Dasar penetapan remunerasi Dewan Komisaris dan Direksi mengacu pada Surat Menteri Badan Usaha Milik Negara RI surat No. SR-45/Wk2.MBU.D/08/2022 tanggal 31 Agustus 2022 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja Tbk Tahun 2022. Berikut komponen Gaji/Honorarium, Tunjangan dan Fasilitas ditetapkan untuk tahun 2022:

## Basis of Determining Remuneration

To determine the remuneration of the Board of Commissioners and Directors, the guidelines are based on the official communication from the Minister of State-Owned Enterprises of the Republic of Indonesia, specifically Letter No. SR-45/Wk2.MBU.D/08/2022 dated August 31, 2022. This letter outlines the components of the compensation package for PT Semen Baturaja Tbk's Board of Commissioners and Directors for the year 2022, which includes Salary/Honorarium, Allowances, and Facilities.

### Komponen Remunerasi Component of Remuneration

| Dewan Komisaris<br>Board of the Commissioners                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Direksi<br>Board of the Directors                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Komponen<br>Component                                        | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                | Komponen<br>Component                                        | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Gaji/Honorarium<br>Salary/Honorarium                         | <ul style="list-style-type: none"> <li>Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama.</li> <li>Honorarium Anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama.</li> <li>Honorarium for the President Commissioner is set at 45% of the Salary for the President Director.</li> <li>Honorarium for Members of the Board of Commissioners is set at 90% of the President Commissioner's Honorarium.</li> </ul> | Gaji<br>Salary                                               | <ul style="list-style-type: none"> <li>Gaji Direktur Utama ditetapkan sebesar Rp190.000.000 (seratus sembilan puluh juta rupiah) per bulan.</li> <li>Gaji Anggota Direksi lainnya ditetapkan sebesar 85% dari gaji Direktur Utama.</li> <li>The President Director's salary is set at IDR190,000,000 (one hundred and ninety million rupiah) per month.</li> <li>The salary of other members of the Board of Directors is set at 85% of the President Director's salary.</li> </ul> |
| <b>Tunjangan</b><br>Allowance                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Tunjangan Hari Raya Keagamaan<br>Religious holiday allowance | 1 (satu) kali Honorarium<br>1 (one) time Honorarium                                                                                                                                                                                                                                                                                                                                                                                                                  | Tunjangan Hari Raya Keagamaan<br>Religious holiday allowance | 1 (satu) kali gaji<br>1 (one) time salary                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Asuransi Purna Jabatan<br>Post-Employment Insurance          | Premi yang ditanggung oleh Perusahaan sebesar 25% dari honorarium dalam 1 Tahun<br>The premium borne by the Company is 25% of the salary in 1 year                                                                                                                                                                                                                                                                                                                   | Asuransi Purna Jabatan<br>Post-Employment Insurance          | Premi yang ditanggung oleh Perusahaan sebesar 25% dari Gaji dalam 1 Tahun<br>The premium borne by the Company is 25% of the salary in 1 year                                                                                                                                                                                                                                                                                                                                        |
| Tunjangan Transportasi<br>Transportation Allowance           | 20% dari Honorarium per bulan<br>20% of Honorarium per month                                                                                                                                                                                                                                                                                                                                                                                                         | Tunjangan Perumahan<br>Housing Allowance                     | Rp25.000.000 per bulan<br>IDR25,000,000 per month                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Fasilitas</b><br>Facilities                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Fasilitas Kesehatan<br>Medical facility                      | Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian (at cost)<br>In the form of health insurance or reimbursement of medical expenses at cost                                                                                                                                                                                                                                                                                        | Fasilitas Kendaraan<br>Vehicle Facilities                    | 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan<br>1 (one) unit along with maintenance costs and operational costs, taking into account the financial condition of the Company                                                                                                                                                                                                                                     |
| Fasilitas Bantuan Hukum<br>Legal Assistance                  | Sebesar pemakaian (at cost) at cost                                                                                                                                                                                                                                                                                                                                                                                                                                  | Fasilitas Kesehatan<br>Medical facility                      | Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (at cost)<br>In the form of health insurance or reimbursement of medical expenses (at cost).                                                                                                                                                                                                                                                                                                                      |
|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Fasilitas Bantuan Hukum<br>Legal Assistance                  | Sebesar pemakaian (at cost) at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                 |





## 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 Perusahaan dalam RUPS.

Berikut rincian mengenai struktur remunerasi masing-masing Dewan Komisaris Perusahaan pada tahun 2022:

## Remuneration of the Board of Commissioners

### Remuneration Structure

The Board of Commissioners' compensation structure comprises a fixed salary, allowances, and facilities. The remuneration for each member of the Board of Commissioners may vary depending on their respective duties and responsibilities. The total amount of compensation received by the Board of Commissioners is disclosed by the company during the General Meeting of Shareholders (GMS).

The specific details of the monthly compensation structure for the Board of Commissioners of the company are outlined in the table below.

(dalam Rp) (in IDR)

| Nama dan Jabatan<br>Name and Position                                     | Periode<br>Jabatan<br>Term of Office                                     | Gaji per Bulan<br>Salary per<br>Month | Tunjangan<br>Hari Raya<br>Religious<br>holiday<br>allowance | Tunjangan per<br>Bulan<br>Allowance per<br>Month | Total<br>Remunerasi<br>2022<br>Total<br>Remuneration<br>in 2022 |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------|
| Franciscus M.A. Sibarani<br>(Komisaris Utama)<br>(President Commissioner) | 01 Januari – 31<br>Desember 2022<br>January 01 –<br>December 31,<br>2022 | 85.500.000                            | 81.450.000                                                  | 17.100.000                                       | 1.312.650.000                                                   |
| Oke Nurwan<br>(Komisaris)<br>(Commissioner)                               | 01 Januari – 31<br>Desember 2022<br>January 01 –<br>December 31,<br>2022 | 76.950.000                            | 73.305.000                                                  | 15.390.000                                       | 1.181.385.000                                                   |
| Darusman Mawardi<br>(Komisaris Independen)<br>(Independent Commissioner)  | 01 Januari – 31<br>Desember 2022<br>January 01 –<br>December 31,<br>2022 | 76.950.000                            | 73.305.000                                                  | 15.390.000                                       | 1.181.385.000                                                   |
| Chowadja Sanova<br>(Komisaris Independen)<br>(Independent Commissioner)   | 01 Januari – 31<br>Desember 2022<br>January 01 –<br>December 31,<br>2022 | 76.950.000                            | 73.305.000                                                  | 15.390.000                                       | 1.181.385.000                                                   |

### Bonus Kinerja

Bentuk penghargaan terhadap kinerja Dewan Komisaris juga diberikan dalam bentuk bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (*merit rating*) yang diberikan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perusahaan serta faktor-faktor lain yang relevan. Tantiem yang diberikan kepada Dewan Komisaris ditetapkan sesuai dengan kinerja Perusahaan dan pencapaian KPI untuk Dewan Komisaris.

Berikut adalah pendapatan tantiem (setelah pajak) Dewan Komisaris Perusahaan pada tahun 2022.

### Performance Bonus

The Board of Commissioners is entitled to receive variable performance bonuses in the form of tantiem and performance incentives, which are determined based on merit rating and take into account the Company's performance factors, financial capacity, and other relevant considerations. The amount of tantiem awarded to the Board of Commissioners is determined based on the Company's performance and the achievements of its key performance indicators.

Below is a breakdown of the Board of Commissioners' tantiem income for the year 2022, after taxes.



| Nama<br>Name             | Nilai Tantiem (Rp)<br>Tantiem Nominal Value of (IDR) |
|--------------------------|------------------------------------------------------|
| Franciscus M.A. Sibarani | 290.658.716                                          |
| Darusman Mawardi         | 261.592.845                                          |
| Oke Nurwan               | 261.592.844                                          |
| Chowadja Sanova          | 155.366.415                                          |

## REMUNERASI DIREKSI

### Pengungkapan Indikator untuk Penetapan Remunerasi Direksi

Sesuai dengan keputusan RUPS Tahunan Tahun Buku 2021 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 Perusahaan
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 Perusahaan, antara lain:

1. Hasil kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan Perundang-undangan yang berlaku.
2. Kewajaran dengan *peer group*.
3. Pertimbangan sasaran dan strategi jangka panjang Perusahaan.
4. 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 Perusahaan dalam RUPS.

## REMUNERATION OF THE BOARD DIRECTORS

### Disclosure of Indicators for Determining Board of Directors Remuneration

Based on the resolutions of the 2021 Fiscal Year General Meeting of Shareholders and the remuneration regulations issued by the Ministry of State-Owned Enterprises, the remuneration for the Board of Directors is determined using the following indicators:

1. Business Scale.
2. Business Complexity Factor.
3. Inflation Rate.
4. Financial Condition and Capability of the Company.
5. Other relevant factors, such as the prevailing level of remuneration in similar industries.
6. In compliance with the applicable laws and regulations, without any contradiction.

### Relations between Remuneration of the Board of Directors with the Company's Performance

To determine the remuneration of the Board of Directors, a study was conducted, which considered the Company's performance, including the following aspects:

1. Financial performance results and compliance with the prevailing laws and regulations related to reserves.
2. Comparability with peer groups in terms of fairness.
3. The Company's long-term objectives and strategies.
4. Short and long-term accomplishments resulting from the implemented system.

### Remuneration Structure

The Board of Directors' remuneration structure comprises of fixed salaries, allowances, and benefits. The remuneration for each Board member is subject to variation, based on their respective duties and responsibilities. The Company reports the total remuneration amount received by each Board member at the General Meeting of Shareholders.





Berikut rincian mengenai struktur remunerasi masing-masing Direksi Perusahaan pada tahun 2022:

The table below provides information on the monthly remuneration structure of each member of the Company's Board of Directors:

(dalam Rp) (in IDR)

| Nama dan Jabatan<br>Name and Position                                                                      | Periode Jabatan<br>Term of Office                                    | Gaji per Bulan<br>Salary per Month | Tunjangan Hari Raya<br>Religious holiday allowance | Tunjangan per Bulan<br>Allowance per Month | Total Remunerasi 2022<br>Total Remuneration in 2022 |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------|----------------------------------------------------|--------------------------------------------|-----------------------------------------------------|
| Jobi Triananda Hasjim (Direktur Utama/President Director)                                                  | 01 Januari – 25 Maret 2022<br>January 01, – March 25, 2022           | 181.000.000                        | -                                                  | 25.000.000                                 | 618.000.000                                         |
| Daconi Khotob (Direktur Utama/President Director)                                                          | 01 Januari 2022 – 31 Desember 2022<br>January 01, – 31 December 2022 | 190.000.000                        | 181.000.000                                        | 25.000.000                                 | 2.761.000.000                                       |
| Mukhamad Saifudin (Direktur Pemasaran/ Director of Marketing)                                              | 01 Januari 2022 – 31 Desember 2022<br>January 01, – 31 December 2022 | 161.500.000                        | 153.850.000                                        | 25.000.000                                 | 2.391.850.000                                       |
| M. Jamil (Direktur Keuangan dan Manajemen Risiko/ Director of Finance and Risk Management)                 | 01 Januari – 25 Maret 2022<br>January 01, – March 25, 2022           | 153.850.000                        | -                                                  | 25.000.000                                 | 536.550.000                                         |
| Amrullah (Direktur Umum & SDM/ Director of General Affairs & HR)                                           | 01 Januari – 25 Maret 2022<br>January 01, – March 25, 2022           | 153.850.000                        | -                                                  | -                                          | 461.550.000                                         |
| Suherman Yahya (Produksi dan Pengembangan/ Director of Production and Development)                         | 25 Maret – 31 Desember 2022<br>March 25, – December 31, 2022         | 161.500.000                        | 153.850.000                                        | 24.700.000                                 | 1.829.650.000                                       |
| Tubagus Muhammad Dharury (Direktur Keuangan dan Manajemen Risiko/ Director of Finance and Risk Management) | 25 Maret – 31 Desember 2022<br>March 25, – December 31, 2022         | 161.500.000                        | -                                                  | -                                          | 1.453.500.000                                       |
| Gatot Mardiana (Direktur Umum dan SDM /Director of General Affairs & HR)                                   | 25 Maret – 31 Desember 2022<br>March 25, – December 31, 2022         | 161.500.000                        | 153.850.000                                        | 25.000.000                                 | 1.832.350.000                                       |

### Bonus Kinerja

Selain remunerasi yang didapat, Direksi juga memperoleh bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (*merit rating*) yang diberikan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perusahaan serta faktor-faktor lain yang relevan. Besaran tantiem yang diberikan kepada anggota Direksi ditetapkan sesuai dengan kinerja Perusahaan dan ketercapaian KPI untuk Direksi.

### Performance Bonus

Apart from the fixed remuneration, the Board of Directors is entitled to receive variable performance bonuses in the form of incentives and bonuses. The amount of such bonuses, determined by the Company's performance, key performance indicators, and other relevant factors, takes into account the Company's financial capability.

Berikut adalah pendapatan tantiem (setelah pajak) masing-masing Direksi Perusahaan pada tahun 2022.

Below is a breakdown of the after-tax tantiem income for each Director of the Company in 2022.

| Nama<br>Name           | Nilai Tantiem (Rp)<br>Tantiem Nominal Value of (IDR) |
|------------------------|------------------------------------------------------|
| Daconi Khotob          | 549.022.019                                          |
| Jobi Triananda Hasjim* | 645.908.258                                          |
| M. Jamil*              | 549.022.019                                          |
| Amrullah*              | 549.022.019                                          |



| Nama<br>Name               | Nilai Tantiem (Rp)<br>Tantiem Nominal Value of (IDR) |
|----------------------------|------------------------------------------------------|
| Mukhamad Saifudin          | 549.022.019                                          |
| Suherman Yahya**           | -                                                    |
| Tubagus Muhammad Dharury** | -                                                    |
| Gatot Mardiana**           | -                                                    |

\*) Berakhir masa jabatan pada 25 Maret 2022  
 \*\*) Efektif mulai menjabat pada 25 Maret 2022  
 \*) Ended term of office on March 25, 2022  
 \*\*) Effectively serving on March 25, 2022

### Kompensasi Jangka Panjang

Perusahaan tidak memberikan kompensasi jangka panjang kepada Dewan Komisaris dan Direksi.

## RAPAT DEWAN KOMISARIS DAN DIREKSI

### Rapat Dewan Komisaris

Rapat Dewan Komisaris diatur dengan memperhatikan hal-hal sebagai berikut:

#### Kebijakan

1. Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan.
2. Dewan Komisaris wajib mengadakan rapat bersama Direksi secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.
3. Dewan Komisaris harus menjadwalkan Rapat sebagaimana dimaksud pada huruf a dan huruf b, untuk tahun berikutnya sebelum berakhirnya tahun buku.
4. Rapat diselenggarakan di Ruang Rapat Direksi di Kantor Pusat PT Semen Baturaja 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.
5. 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

1. 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.

### Long-Term Compensation

The Company does not provide long-term compensation to the Board of Commissioners and the Board of Directors.

## MEETINGS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

### Meetings of the Board of Commissioners

Meetings of the Board of Commissioners are regulated by taking into account the following matters:

#### Policy

1. The Board of Commissioners is required to convene a meeting at least once every two months.
2. The Board of Commissioners must hold regular meetings with the Board of Directors at least once every four months.
3. The Board of Commissioners must schedule the meetings mentioned in points (a) and (b) above for the following year before the end of the financial year.
4. The meetings will be held in the Board of Directors Meeting Room at PT Semen Baturaja Tbk Head Office, located at Jl. Abikusno Cokrosuyoso Kertapati Palembang, and/or at Baturaja Plant units, Panjang Plant, Jakarta Representative Offices, and other venues approved for meetings within the territory of the Unitary State of the Republic of Indonesia.
5. The meetings commence with an evaluation of the results of the previous meeting, including discussions or reviews of proposals from the Board of Directors, directions/decisions of the Board of Commissioners and GMS concerning the Directors' proposals, and other matters arising from the previous meeting.

### Summon to the Meeting

1. The President Commissioner is responsible for summoning the Board of Commissioners to a meeting. If the President Commissioner is absent, without the need to prove absence to any party, the Deputy President Commissioner will make the summons. If the Deputy President Commissioner is also absent for any reason, without the need to prove absence to any party, a member of the Board of Commissioners will make the summons.



2. 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.
3. Pemanggilan seperti sebagaimana dimaksud pada huruf b tidak diperlukan untuk rapat-rapat yang telah dijadwalkan berdasarkan keputusan Rapat Dewan Komisaris yang diadakan sebelumnya.
4. Undangan Rapat Dewan Komisaris harus mencantumkan informasi terkait agenda acara, tanggal, waktu dan tempat berlangsungnya rapat secara jelas.
5. 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.

#### Pimpinan Rapat

1. Semua Rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
2. 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.
3. 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.
4. 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.
5. 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.

2. The summons for a Board of Commissioners meeting must be in writing and delivered directly to each member of the Board of Commissioners. Adequate receipt can be given, or it can be sent by registered mail, courier service, telex, facsimile, or electronic mail (email). The summons must be sent no later than five days before the meeting, excluding the date of the summons and meeting date. If it is urgent, a shorter notice can be given.
3. Summonses are not required for meetings that have been scheduled based on previous Board of Commissioners meetings.
4. The summons for a Board of Commissioners meeting must clearly state the agenda, date, time, and place for the meeting.
5. If a member of the Board of Commissioners is unable to attend the meeting, they can appoint another member as their legal representative through a written power of attorney.

#### Chairperson of the Meeting

1. The President Commissioner chairs all meetings of the Board of Commissioners.
2. If the President Commissioner is absent or unable to attend, the Deputy President Commissioner chairs the meeting. If both are absent or unable to attend, a Member of the Board of Commissioners appointed by the President Commissioner or Deputy President Commissioner chairs the meeting. If no appointment is made, the member who has served the longest as a member of the Board of Commissioners acts as chairman.
3. If the GMS does not appoint a Deputy President Commissioner, the President Commissioner appoints another member of the Board of Commissioners to chair the meeting in their absence.
4. If the President Commissioner does not make an appointment, the member who has served the longest as a member of the Board of Commissioners acts as chairman. For the meeting to be valid and for decisions to be binding, more than half of the number of Board of Commissioners members must attend or be represented.
5. If there are multiple members who have served the longest, the oldest member acts as chairman of the meeting.



### Pengambilan Keputusan

1. Semua keputusan Dewan Komisaris diambil dalam rapat Dewan Komisaris.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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 Perusahaan 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

1. 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.
2. 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.

### Decision Making

1. All decisions of the Board of Commissioners must be made during the meeting of the Board of Commissioners.
2. Decisions made during the Board of Commissioners Meeting should be the result of deliberations to reach a consensus. If consensus cannot be reached, then the decision should be made by a vote, with more than 1/2 (one half) of the number of valid votes cast in the meeting being in favor of the decision.
3. If there are multiple proposals, a vote should be conducted to determine which proposal receives more than 1/2 (one half) of the total votes cast.
4. During the Board of Commissioners Meeting, each member has the right to cast one vote, plus an additional vote for each other member who is legally represented at the meeting.
5. The Board of Commissioners can also make valid decisions without holding a meeting if all members have been notified in writing, have approved the proposal submitted in writing, and have signed the agreement.
6. Decisions made in the manner referred to in point 5 above have the same legal force as decisions taken during a meeting of the Board of Commissioners.
7. If a member of the Board of Commissioners is unable to attend the meeting in person, they may participate by means of teleconferencing, video conferencing, or other electronic media in accordance with applicable regulations.
8. Any member of the Board of Commissioners who has a personal interest, directly or indirectly, in a transaction, contract, or agreement in which the Company is involved, must disclose the nature of their interest during the Board of Commissioners Meeting and should not be permitted to participate in voting on matters related to the transaction or contract.

### Minutes of Meeting

1. The outcomes of the meeting must be recorded in the Minutes of Meeting. The minutes should be prepared by an attendee who is appointed by the Chairperson, and then signed by all present members of the Board of Commissioners. The minutes must be distributed to all members of the Board of Commissioners.
2. The results of the meeting should also be recorded in the Minutes of Meeting. The minutes should be prepared by an attendee who is appointed by the Chairperson, and then signed by all present members of the Board of Commissioners and Board of Directors. The minutes must be distributed to all members of the Board of Commissioners and Board of Directors.



3. 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.
4. Risalah rapat sebagaimana dimaksud pada huruf a dan huruf b wajib didokumentasikan oleh Perusahaan.
5. 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:
  - a. Tempat, tanggal dan waktu rapat diadakan.
  - b. Agenda yang dibahas.
  - c. Daftar hadir yang ditandatangani oleh setiap peserta rapat.
  - d. Lamanya rapat berlangsung.
  - e. Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya (jika ada).
  - f. Berbagai pendapat yang terdapat dalam rapat dan siapa yang mengemukakannya.
  - g. Proses pengambilan keputusan.
  - h. Keputusan yang diambil.
  - i. Pernyataan perbedaan pendapat terhadap keputusan rapat apabila tidak terjadi kebulatan pendapat (*dissenting opinion*).
  - j. Tanda tangan pengesahan risalah rapat.
6. 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.
7. Risalah rapat harus sudah diterima oleh anggota Dewan Komisaris selambat-lambatnya 5 (lima) hari kerja setelah Rapat Dewan Komisaris dilaksanakan.
8. 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.
9. Hasil keputusan rapat yang ditujukan kepada Direksi dikomunikasikan paling lambat 7 (tujuh) hari sejak Risalah Rapat ditandatangani.

### Agenda Rapat Internal Dewan Komisaris

Dalam menjalankan tugasnya, secara berkala Dewan Komisaris mengadakan rapat sebagai evaluasi dalam pengawasan Perusahaan. Di tahun 2022, Dewan Komisaris mengadakan 12 (dua belas) kali rapat internal. Berikut disampaikan agenda rapat dan kehadiran Dewan Komisaris dalam rapat-rapat tersebut.

3. If a member of the Board of Commissioners and/or a member of the Board of Directors does not sign the minutes of the meeting as stated in point a and b, they must provide a written explanation in a separate letter attached to the minutes of the meeting.
4. The Company must document the minutes of meeting as mentioned in points a and b.
5. The Minutes of Meeting must accurately depict the proceedings of the meeting. It is crucial to understand the decision-making process, and it serves as a legal document to determine accountability for the outcome of a meeting decision. Therefore, the Minutes of Meeting should include at least the following information:
  - a. Date, time, and location of the meeting.
  - b. Agenda items discussed.
  - c. Attendance list with signatures of each meeting participant..
  - d. The duration of the meeting.
  - e. Follow-up actions taken on the results of previous meetings (if any).
  - f. Various opinions expressed during the meeting and by whom.
  - g. The decision-making process.
  - h. Decisions taken.
  - i. A statement of dissenting opinion on the meeting's decisions, if any.
  - j. Signature of ratification of the Minutes of Meeting.
6. The Minutes of Meeting of the Board of Commissioners serve as valid evidence for the members of the Board of Commissioners and third parties regarding the decisions taken at the concerned meeting.
7. The Minutes of Meeting must be distributed to the members of the Board of Commissioners no later than 5 (five) working days after the meeting is held.
8. If there are no objections or suggestions for corrections to the minutes within 14 (fourteen) days from the delivery date, then the minutes are declared valid and binding as a result of the meeting.
9. The meeting results addressed to the Board of Directors must be communicated no later than 7 (seven) days after the Minutes of Meeting are signed.

### Internal Meeting Agenda of the Board of Commissioners

To fulfill its responsibilities, the Board of Commissioners conducts periodic meetings to assess the Company's oversight. In the year 2022, the Board of Commissioners is scheduled to hold 12 (twelve) internal meetings. Below is the proposed agenda and attendance record of the Board of Commissioners for these meetings.





| No.<br>No. | Tanggal<br>Date                       | Waktu (WIB)<br>Time (IWT) | Tempat<br>Place                                                                                                                                                                                                                                                             | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Peserta Rapat<br>Meeting<br>Participants                                      |
|------------|---------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 1          | 19 Januari 2022<br>January 19, 2022   | 10.00                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                                                                                                           | <p>Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal:</p> <ol style="list-style-type: none"> <li>1. Reviu Kinerja Perusahaan Bulan Desember dan s.d Desember 2021;</li> <li>2. Reviu Kinerja Perusahaan Tahun 2021 dan Pencapaian KPI Tahun 2021.</li> </ol> <p>Presentation of the Audit Committee and Risk Management Committee regarding:</p> <ol style="list-style-type: none"> <li>1. Review of Company Performance for December and up to December 2021;</li> <li>2. Review of Company Performance in 2021 and KPI Achievements in 2021.</li> </ol>                                                                                        | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Chowadja Sanova               |
| 2          | 26 Januari 2022<br>January 26, 2022   | 10.00                     | Ruang Rapat<br>Grha Maksimedia<br>Jl. Padang No.17,<br>RT.5/RW.8,<br>Setiabudi,<br>Jakarta Selatan<br>Meeting room<br>Graha Maksimedia<br>Jl. Padang No.17,<br>RT.5/RW.8,<br>Setiabudi,<br>South Jakarta                                                                    | <ol style="list-style-type: none"> <li>1. Perubahan Susunan Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero), Tbk;</li> <li>2. Perubahan Susunan Komite Manajemen Risiko PT Semen Baturaja (Persero), Tbk</li> </ol> <ol style="list-style-type: none"> <li>1. Changes to the Composition of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero), Tbk;</li> <li>2. Changes to the Composition of the Risk Management Committee of PT Semen Baturaja (Persero), Tbk</li> </ol>                                                                                                                                                 | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |
| 3          | 15 Februari 2022<br>February 15, 2022 | 09.00                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                                                                                                           | <ol style="list-style-type: none"> <li>1. Paparan Rencana Kerja Masing-masing Komite;</li> <li>2. Paparan Rencana Kerja Dewan Komisaris oleh Sekdekom;</li> <li>3. Paparan Hasil Reviu Kinerja Perusahaan Bulan Januari dan s.d Januari 2022 oleh Komite Audit dan Komite Manajemen Risiko.</li> </ol> <ol style="list-style-type: none"> <li>1. Presentation of the Work Plan of Each Committee;</li> <li>2. Presentation of the Work Plan of the Board of Commissioners by the Sekdekom;</li> <li>3. Presentation of Company Performance Review Results for January and until January 2022 by the Audit Committee and Risk Management Committee</li> </ol> | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |
| 4          | 11 Maret 2022<br>March 11, 2022       | 10.00                     | Kantor Perwakilan<br>Jakarta Gedung<br>Graha Irama Lt.9<br>Block B dan C<br>Jl. H. R. Rasuna<br>Said Kav. 10.<br>Jakarta 12950<br>Jakarta<br>Representative<br>Office Graha Irama<br>Building Floor 9<br>Block B and C<br>Jl. H. R. Rasuna<br>Said Kav. 10.Jakarta<br>12950 | <p>Persiapan RUPS Tahunan Tahun Buku 2021</p> <p>Preparation for the 2021 Annual GMS</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |





| No.<br>No. | Tanggal<br>Date                         | Waktu (WIB)<br>Time (IWT) | Tempat<br>Place                                                                                                                                                                       | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                            | Peserta Rapat<br>Meeting<br>Participants                                      |
|------------|-----------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 5          | 19 April 2022<br>April 19, 2022         | 09.00                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                     | Paparan Hasil Reviu Kinerja Perusahaan Bulan Maret dan s.d Maret 2022 oleh Komite Audit dan Komite Manajemen Risiko.<br>Presentation of Company Performance Review Results for March and up to March 2022 by the Audit Committee and Risk Management Committee.                                                                                                             | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |
| 6          | 18 Juli 2022<br>July 18, 2022           | 09.00                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                     | Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal:<br>1. Reviu Kinerja Perusahaan Semester I tahun 2022;<br>2. Reviu Pemasaran dan Keuangan s.d 15 Juli 2022;<br>Presentation of the Audit Committee and Risk Management Committee regarding:<br>1. Review of Company Performance in Semester I 2022;<br>2. Marketing and Financial Review until July 15, 2022; | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |
| 7          | 10 Agustus 2022<br>August 10, 2022      | 08.30                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                     | Paparan Reviu Kinerja Perusahaan Bulan Juli dan s.d Juli 2022 oleh Komite Audit dan Komite Manajemen Risiko<br>Presentation of Company Performance Review for July and up to July 2022 by the Audit Committee and Risk Management Committee                                                                                                                                 | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan                    |
| 8          | 20 September 2022<br>September 20, 2022 | 11.00                     | Ruang Rapat Pidada Lt. 3 Kantor Panjang Jl. Yos Sudarso Km. 07, Panjang - Bandar Lampung<br>Pidada Meeting Room Lv. 3 Panjang Office Jl. Yos Sudarso Km. 07, Panjang - Bandar Lampung | Paparan Reviu Kinerja Perusahaan Bulan Agustus dan s.d Agustus 2022 oleh Komite Audit dan Komite Manajemen Risiko<br>Presentation of Company Performance Review for August and up to August 2022 by the Audit Committee and Risk Management Committee                                                                                                                       | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan                    |
| 9          | 18 Oktober 2022<br>October 18, 2022     | 09.00                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                     | Paparan Reviu Kinerja Perusahaan Bulan September dan s.d September 2022 oleh Komite Audit dan Komite Manajemen Risiko<br>Presentation of Company Performance Review for September and up to September 2022 by the Audit Committee and Risk Management Committee                                                                                                             | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |
| 10         | 21 November 2022<br>November 21, 2022   | 10.00                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                     | Paparan oleh Komite Audit dan Komite Manajemen Risiko:<br>1. Reviu Kinerja Perusahaan Bulan Oktober dan s.d Oktober 2022;<br>2. Reviu Konsep Rancangan RKAP 2023.<br>Presentation of the Audit Committee and Risk Management Committee:<br>1. Review of Company Performance for October and up to October 2022;<br>2. Review of the 2023 RKAP Draft Concept.                | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |
| 11         | 06 Desember 2022<br>December 06, 2022   | 09.30                     | Via Aplikasi Zoom<br>Zoom Meeting                                                                                                                                                     | 1. Update Progres Pelaksanaan Audit;<br>2. Reviu Konsep RKAP 2023.<br>1. Update on Audit Implementation Progress;<br>2. Review of the 2023 RKAP Concept                                                                                                                                                                                                                     | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan<br>Chowadja Sanova |



| No.<br>No. | Tanggal<br>Date                       | Waktu (WIB)<br>Time (IWT) | Tempat<br>Place                   | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                   | Peserta Rapat<br>Meeting<br>Participants                   |
|------------|---------------------------------------|---------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| 12         | 20 Desember 2022<br>December 20, 2022 | 09.00                     | Via Aplikasi Zoom<br>Zoom Meeting | <ol style="list-style-type: none"><li>1. Review Kinerja Perusahaan Bulan November dan s.d November 2022;</li><li>2. Update capaian KPI Dekom s.d Triwulan III 2022</li></ol> <ol style="list-style-type: none"><li>1. Review of Company Performance for November and up to November 2022;</li><li>2. Update on the KPI achievements of the Board of Commissioners up to Quarter III 2022</li></ol> | Franciscus M.A. Sibarani<br>Darusman Mawardi<br>Oke Nurwan |

### Frekuensi dan Kehadiran Rapat

Adapun frekuensi dan tingkat kehadiran Dewan Komisaris pada rapat tersebut adalah sebagai berikut:

### Frequency and Attendance of Meetings

The frequency and attendance of the Board of Commissioners at the meetings are as follows:

| No.<br>No. | Nama<br>Name             | Jabatan<br>Position                              | Jumlah Rapat<br>Number of<br>Meetings | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Persentase<br>Kehadiran<br>Percentage of<br>Attendance<br>(%) |
|------------|--------------------------|--------------------------------------------------|---------------------------------------|------------------------------------------------|---------------------------------------------------------------|
| 1          | Franciscus M.A. Sibarani | Komisaris Utama<br>President Commissioner        | 12                                    | 12                                             | 100,00                                                        |
| 2          | Oke Nurwan               | Komisaris<br>Commissioner                        | 12                                    | 11                                             | 91,67                                                         |
| 3          | Darusman Mawardi         | Komisaris Independen<br>Independent Commissioner | 12                                    | 12                                             | 100,00                                                        |
| 4          | Chowadja Sanova          | Komisaris Independen<br>Independent Commissioner | 12                                    | 9                                              | 75,00                                                         |

### Frekuensi dan Kehadiran di RUPS

Frekuensi dan tingkat kehadiran Dewan Komisaris dalam RUPS adalah sebagai berikut:

### Frequency and Attendance in GMS

The frequency and attendance of the Board of Commissioners at the GMS are as follows:

| No.<br>No. | Nama<br>Name             | Jabatan<br>Position                              | Jumlah<br>Rapat<br>Number of<br>Meetings | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Persentase<br>Kehadiran<br>Percentage of<br>Attendance (%) |
|------------|--------------------------|--------------------------------------------------|------------------------------------------|------------------------------------------------|------------------------------------------------------------|
| 1          | Franciscus M.A. Sibarani | Komisaris Utama<br>President Commissioner        | 1                                        | 1                                              | 100,00                                                     |
| 2          | Oke Nurwan               | Komisaris<br>Commissioner                        | 1                                        | 1                                              | 100,00                                                     |
| 3          | Darusman Mawardi         | Komisaris Independen<br>Independent Commissioner | 1                                        | 1                                              | 100,00                                                     |
| 4          | Chowadja Sanova          | Komisaris Independen<br>Independent Commissioner | 1                                        | 1                                              | 100,00                                                     |

### Rapat Direksi

#### Kebijakan

Rapat Direksi ialah rapat yang dilakukan oleh Direksi Perusahaan terkait dengan tugas dan fungsinya. Agar rapat berlangsung secara efektif, rapat Direksi memiliki beberapa kebijakan. Sesuai dengan Anggaran Dasar Perusahaan, berikut kebijakan pelaksanaan rapat Direksi:

### Meetings of the Board of Directors

#### Policy

Meetings of the Board of Directors are gatherings held by the Company's Board of Directors to discuss their duties and functions. Such meetings are subject to several policies. As outlined in the Company's Articles of Association, the following policies must be adhered to when conducting meetings of the Board of Directors:



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 Perusahaan 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

Dalam menjalankan tugasnya, secara berkala Direksi mengadakan rapat sebagai evaluasi dalam pengelolaan Perusahaan. Di tahun 2022, Direksi mengadakan 14 (empat belas) kali rapat internal. Berikut disampaikan agenda rapat dan kehadiran Direksi dalam rapat-rapat tersebut.

1. The Board of Directors is required to hold meetings at least once every month.
2. Members of the Board of Directors who are authorized to represent the Company may summon a meeting in writing or through other means, and the summons must be delivered at least three days prior to the meeting. If the situation requires urgency, a shorter notice period may be used, excluding the date of the summons and the meeting date.
3. The meeting of the Board of Directors is considered valid and has the authority to make binding decisions if more than half of the members of the Board of Directors or their legal representatives attend or are represented, while adhering to the aforementioned provisions.

### Meeting Agenda

To fulfill their responsibilities, the Board of Directors conducts periodic meetings to assess the Company's management. In 2022, the Board of Directors is scheduled to hold 14 internal meetings. Below is the meeting agenda and attendance record for each of the Board of Directors' meetings.

| No.<br>No. | Tanggal<br>Date                       | Waktu<br>(WIB)<br>Time<br>(IWT) | Tempat<br>Place                   | Agenda<br>Agenda                                                                                                                                                                                                                               | Peserta Rapat<br>Meeting Participants                                                                     |
|------------|---------------------------------------|---------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 1          | 17 Januari 2022<br>January 17, 2022   | 11.00                           | Via Aplikasi Zoom<br>Zoom Meeting | Kinerja Desember dan s.d. Desember 2021, Realisasi Kinerja SMBR Tahun 2021, Finalisasi Rancangan RKAP Tahun 2022<br>December Performance and until December 2021, Realization of SMBR Performance in 2021, Finalization of the 2022 RKAP Draft | Daconi Khotob,<br>Mukhamad Saifudin,<br>Jobi Triananda Hasjim,<br>M Jamil, Amrullah                       |
| 2          | 24 Februari 2022<br>February 24, 2022 | 10.00                           | Via Aplikasi Zoom<br>Zoom Meeting | Mata acara ketiga dan keempat RUPST tahun buku 2021, Isu Lainnya<br>The third and fourth agenda items for the 2021 AGMS, Other Issues                                                                                                          | Daconi Khotob,<br>Mukhamad Saifudin,<br>Jobi Triananda Hasjim,<br>M Jamil, Amrullah                       |
| 3          | 21 Maret 2022<br>March 21, 2022       | 12.30                           | Via Aplikasi Zoom<br>Zoom Meeting | Pembahasan Feasibility Study (FS) Rencana Pembangunan PLTS<br>Discussion of the Feasibility Study (FS) of the PLTS Development Plan                                                                                                            | Daconi Khotob,<br>Mukhamad Saifudin,<br>Jobi Triananda Hasjim,<br>M Jamil, Amrullah                       |
| 4          | 18 April 2022<br>April 18, 2022       | 14.00                           | Via Aplikasi Zoom<br>Zoom Meeting | Penguatan Manajemen Risiko<br>Strengthening Risk Management                                                                                                                                                                                    | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 5          | 13 Mei 2022<br>May 13, 2022           | 09.00                           | Via Aplikasi Zoom<br>Zoom Meeting | Kinerja Bulan April dan s.d. April 2022<br>April Performance and until April 2022                                                                                                                                                              | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 6          | 20 Juni 2022<br>June 20, 2022         | 13.30                           | Via Aplikasi Zoom<br>Zoom Meeting | Profil Risiko Korporat Tahun 2022, Rencana Penanganan BMU, Isu lainnya<br>Corporate Risk Profile for 2022, BMU Management Plan, other issues                                                                                                   | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 7          | 14 Juli 2022<br>July 14, 2022         | 10.00                           | Via Aplikasi Zoom<br>Zoom Meeting | Update BMU dan Prospek BMU, update kinerja 01-12 Juli 2022, lain-lain<br>BMU Update and BMU Prospects, performance update July 01-12, 2022, others                                                                                             | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |



| No.<br>No. | Tanggal<br>Date                         | Waktu<br>(WIB)<br>Time<br>(IWT) | Tempat<br>Place                          | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Peserta Rapat<br>Meeting Participants                                                                     |
|------------|-----------------------------------------|---------------------------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 8          | 03 Agustus 2022<br>August 03, 2022      | 09.00                           | Ruang Rapat Dirut<br>CEO Meeting<br>Room | Update rencana pembangunan kantor pusat, update kinerja bulan Juli dan s.d. Juli 2022, agenda lainnya<br>Update on the head office development plan, performance update for July and up to. July 2022, another agenda                                                                                                                                                                                                                                                                                                                                                                                                                    | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 9          | 14 September 2022<br>September 14, 2022 | 09.00                           | Via Aplikasi Zoom<br>Zoom Meeting        | Arahan Direktur Utama, Pembahasan Kinerja Agustus dan s.d Agustus 2022, Gambaran Prognosa Tahun 2022, Prognosa Dana Pensiun Semen Baturaja Tahun 2022<br>Directions of the President Director, Discussion of Performance in August and up to August 2022, Overview of the Prognosis for 2022, Prognosis of the Semen Baturaja Pension Fund for 2022                                                                                                                                                                                                                                                                                      | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 10         | 17 Oktober 2022<br>October 17, 2022     | 09.00                           | Via Aplikasi Zoom<br>Zoom Meeting        | 1. Progres Optimalisasi SAP<br>2. Progres Penagihan Piutang s.d September 2022<br>3. Kebijakan Akuntansi per September 2022<br>4. Upaya Penurunan Suku Bunga Kredit Sindikasi<br>5. Laporan Kinerja Perusahaan s.d 15 Oktober 2022<br>6. Laporan Kinerja PT Baturaja Multi Usaha (BMU) Bulan September 2022<br>1. SAP Optimization Progress<br>2. Receivables Collection Progress until September 2022<br>3. Accounting Policy as of September 2022<br>4. Efforts to Reduce Syndicated Loan Interest Rates<br>5. Company Performance Report until October 15, 2022<br>6. PT Baturaja Multi Usaha (BMU) September Performance Report 2022 | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 11         | 21 November 2022<br>November 21, 2022   | 09.00                           | Via Aplikasi Zoom<br>Zoom Meeting        | 1. Reviu Kinerja Perusahaan Bulan Oktober dan s.d Oktober 2022<br>2. Reviu Kinerja Perusahaan s.d 15 November 2022<br>3. Konsep Rancangan RKAP 2023 (Lanjutan)<br>4. Agenda Lainnya<br>1. Company Performance Review for October and until October 2022<br>2. Company Performance Review until November 15, 2022<br>3. RKAP 2023 Draft Concept (Continued)<br>4. Other Agenda                                                                                                                                                                                                                                                            | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 12         | 07 Desember 2022<br>December 07, 2022   | 09.00                           | Via Aplikasi Zoom<br>Zoom Meeting        | Kontrak Jasa Penagihan Piutang<br>Accounts Receivable Collection Service Contract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |
| 13         | 13 Desember 2022<br>December 13, 2022   | 08.00                           | Via Aplikasi Zoom<br>Zoom Meeting        | Konsep Rancangan RKAP Tahun 2023<br>The 2023 RKAP Draft Concept                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana                    |







| No.<br>No. | Tanggal<br>Date                       | Waktu<br>(WIB)<br>Time<br>(IWT) | Tempat<br>Place                                                          | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                       | Peserta Rapat<br>Meeting Participants                                                                     |
|------------|---------------------------------------|---------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 14         | 19 Desember 2022<br>December 19, 2022 | 13.30                           | Hybrid. Kantor<br>Jakarta dan Zoom<br>Hybrid. Jakarta<br>Office and Zoom | 1. Arahan Direksi<br>2. Laporan Kinerja Perusahaan bulan<br>November dan sampai dengan<br>November 2022<br>3. Rancangan RKAP tahun 2023<br>4. Rancangan RKAP PT BMU tahun<br>2023<br>1. Board of Directors Direction<br>2. Company Performance Report for<br>November and untill November<br>2022<br>3. Draft 2023 RKAP<br>4. PT BMU's 2023 RKAP Draft | Daconi Khotob,<br>Mukhamad Saifudin,<br>Tubagus Muhammad<br>Dharury, Gatot<br>Mardiana, Suherman<br>Yahya |

### Frekuensi dan Kehadiran Rapat

Adapun frekuensi dan tingkat kehadiran Direksi pada rapat tersebut adalah sebagai berikut:

### Frequency and Attendance of Meetings

The frequency and attendance rate of the Board of Directors at the meeting are as follows:

| No.<br>No. | Nama<br>Name               | Jabatan<br>Position                                                                     | Jumlah<br>Rapat<br>Number of<br>Meetings | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Persentase<br>Kehadiran<br>Percentage of<br>Attendance<br>(%) |
|------------|----------------------------|-----------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------------|---------------------------------------------------------------|
| 1          | Jobi Triananda Hasjim*     | Direktur Utama<br>President Director                                                    | 3                                        | 3                                              | 100,00                                                        |
| 2          | Daconi Khotob              | Direktur Utama<br>President Director                                                    | 14                                       | 14                                             | 100,00                                                        |
| 3          | Mukhamad Saifudin          | Direktur Pemasaran<br>Director of Marketing                                             | 14                                       | 14                                             | 100,00                                                        |
| 4          | M. Jamil*                  | Direktur Keuangan dan Manajemen<br>Risiko<br>Director of Finance and Risk<br>Management | 3                                        | 3                                              | 100,00                                                        |
| 5          | Amrullah*                  | Direktur Umum dan SDM<br>Director of General Affairs<br>& HR                            | 3                                        | 3                                              | 100,00                                                        |
| 6          | Suherman Yahya**           | Direktur Produksi dan Pengembangan<br>Director of Production & Development              | 11                                       | 10                                             | 90,91                                                         |
| 7          | Tubagus Muhammad Dharury** | Direktur Keuangan dan Manajemen<br>Risiko<br>Director of Finance and Risk<br>Management | 11                                       | 11                                             | 100,00                                                        |
| 8          | Gatot Mardiana**           | Direktur Umum dan SDM<br>Director of General Affairs<br>& HR                            | 11                                       | 11                                             | 100,00                                                        |

\*) Berakhir masa jabatan pada 25 Maret 2022

\*\*) Efektif mulai menjabat pada 25 Maret 2022

\*) Ended term of office on March 25, 2022

\*\*) Effectively serving on March 25, 2022



### Frekuensi dan Kehadiran di RUPS

Frekuensi dan tingkat kehadiran Direksi dalam RUPS adalah sebagai berikut:

### Frequency and Attendance at the GMS

The frequency and attendance rate of the Board of Directors at the GMS are as follows:

| No.<br>No. | Nama<br>Name               | Jabatan<br>Position                                                                     | Jumlah<br>Rapat<br>Number of<br>Meetings | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Persentase<br>Kehadiran<br>Percentage of<br>Attendance (%) |
|------------|----------------------------|-----------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------------|------------------------------------------------------------|
| 1          | Jobi Triananda Hasjim*     | Direktur Utama<br>President Director                                                    | 1                                        | 1                                              | 100,00                                                     |
| 2          | Daconi Khotob              | Direktur Utama<br>President Director                                                    | 1                                        | 1                                              | 100,00                                                     |
| 3          | Mukhamad Saifudin          | Direktur Pemasaran<br>Director of Marketing                                             | 1                                        | 1                                              | 100,00                                                     |
| 4          | M. Jamil*                  | Direktur Keuangan dan Manajemen<br>Risiko<br>Director of Finance and Risk<br>Management | 1                                        | 1                                              | 100,00                                                     |
| 5          | Amrullah*                  | Direktur Umum dan SDM<br>Director of General Affairs<br>& HR                            | 1                                        | 1                                              | 100,00                                                     |
| 6          | Suherman Yahya**           | Direktur Produksi dan<br>Pengembangan<br>Director of Production &<br>Development        | -                                        | -                                              | -                                                          |
| 7          | Tubagus Muhammad Dharury** | Direktur Keuangan dan Manajemen<br>Risiko<br>Director of Finance and Risk<br>Management | -                                        | -                                              | -                                                          |
| 8          | Gatot Mardiana**           | Direktur Umum dan SDM<br>Director of General Affairs<br>& HR                            | -                                        | -                                              | -                                                          |

\*) Berakhir masa jabatan pada 25 Maret 2022

\*\*) Efektif mulai menjabat pada 25 Maret 2022

\*) Ended term of office on March 25, 2022

\*\*) Effectively serving on March 25, 2022

### 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 Perusahaan 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 Perusahaan 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.

### 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. The Joint meeting between the Board of Commissioners and the Board of Directors serves as a form of supervision by the Board of Commissioners and the Board of Directors in accordance with the Company Articles of Association, and at the same time, as a coordination forum between the two Boards to discuss periodic reports of the Board of Directors, business conditions, prospects, and national policies that affect the Company's performance. The Joint meeting provides feedback, notes, and advice, all of which are recorded in the Minutes of Meeting.
2. The Board of Commissioners must schedule Meetings of the Board of Commissioners for the following year before the end of the fiscal year.
3. For the scheduled Joint meetings of the Board of Commissioners and the Board of Directors, Meeting materials must be submitted no later than 5 (five) days before the meeting. In case of unscheduled meetings, the Meeting materials must be submitted before the meeting starts.



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 Utama/Direktur Utama dan dapat mengundang narasumber dari dalam maupun luar Perusahaan, 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 Perusahaan.

4. Joint meetings of the Board of Commissioners and the Board of Directors can be held upon the suggestion of either the Board of Commissioners or the Board of Directors, taking into account applicable provisions on meeting summons for Meeting of the Board of Directors and Meeting of the Board of Commissioners.
5. Joint meetings of the Board of Commissioners and the Board of Directors are attended by Members of the Board of Commissioners, Members of the Board of Directors, the Secretary of the Board of Commissioners, the Corporate Secretary, or other officials assigned by the President Commissioner/President Director. Other speakers from inside or outside of the Company may also be invited, except for special meetings where only Members of the Board of Commissioners and the Board of Directors may attend.
6. Joint meetings 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 required solution recommendations.
7. Joint meetings of the Board of Commissioners and the Board of Directors also serve as a form of supervision on the implementation of follow-up assessments 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 at the Meeting of the Board of Commissioners must be reported in the Company's Annual Report, and their attendance is compulsory.

### 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.

### Quorum of Joint Meetings of the Board of Commissioners and the Board of Directors

1. The attendance quorum for the joint meeting of the Board of Commissioners and the Board of Directors shall be fulfilled if the meeting is attended by (i) the President Commissioner and Independent Commissioner concurrently as the Chairman of the Audit Committee, and (ii) the President Director and at least one Director who is responsible for or 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 that the President Commissioner is unable to attend, another member of the Board of Commissioners may attend to represent, provided that the number of attending Commissioners is more than one person.
3. In the event that the President Director is unable to attend, another Director, other than the Director who is responsible for or oversees the field involved in the agenda topic of discussion of the Joint Meeting of the Board of Commissioners and the Board of Directors, may attend, provided that the number of attending Directors in the Joint Meeting of the Board of Commissioners and the Board of Directors is more than one person.



## Agenda Rapat

Di tahun 2022, Dewan Komisaris dan Direksi mengadakan 25 (dua puluh lima) kali rapat gabungan. Berikut disampaikan agenda rapat dan kehadiran Direksi dalam rapat-rapat tersebut.

## Meeting Agenda

In 2022, the Board of Commissioners and Directors will hold a total of 25 joint meetings. The meeting agendas and attendance of the Board of Directors for these meetings are provided below.

| No.<br>No. | Tanggal<br>Date                             | Waktu<br>(WIB)<br>Time<br>(IWT) | Tempat<br>Place                                                          | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Peserta Rapat<br>Meeting Participants                                                                                                                              |
|------------|---------------------------------------------|---------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | 19 Januari<br>2022<br>January 19,<br>2022   | 13.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | Laporan kinerja Desember 2021 dan s.d. Desember 2021 dan <i>Update Project Emerald</i><br>December 2021 performance report and until December 2021 and Update Project Emerald                                                                                                                                                                                                                                                                                                              | Daconi Khotob, Mukhamad Saifudin, Jobi Triananda Hasjim, M. Jamil, Amrullah, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova                |
| 2          | 31 Januari<br>2022<br>January 31,<br>2022   | 08.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | 1. Program Kerja Investasi Pengembangan tahun 2022<br>2. Langkah Implementasi RKAP tahun 2022<br>3. Program Kerja Peningkatan Produktivitas tahun 2022<br>1. Development Investment Work Program in 2022<br>2. Implementation steps for the 2022 RKAP<br>3. Productivity Improvement Work Program for 2022                                                                                                                                                                                 | Daconi Khotob, Mukhamad Saifudin, Jobi Triananda Hasjim, M. Jamil, Amrullah, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova                |
| 3          | 15 Februari<br>2022<br>February 15,<br>2022 | 10.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | Laporan keuangan audited, kinerja perusahaan bulan Januari dan s.d. Januari 2022, isu lainnya<br>Audited financial reports, company performance in January and s.d. January 2022, another issue                                                                                                                                                                                                                                                                                            | Mukhamad Saifudin, Jobi Triananda Hasjim, M. Jamil, Amrullah, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova                               |
| 4          | 16 Maret<br>2022<br>March 16,<br>2022       | 09.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | Laporan Kinerja Perusahaan Bulan Februari dan s.d. Februari 2022, Studi Kelayakan Pembangunan Pembangkit Listrik Tenaga Surya (PLTS), Progres Persiapan RUPS Tahunan Tahun Buku 2021, Progres Integrasi BUMN Subklaster Semen<br>Company Performance Report for February and until February 2022, Feasibility Study for Solar Power Plant (PLTS) Construction, Progress on Preparation for the 2021 Annual General Meeting of Shareholders, Progress of SOE Cement Sub-cluster Integration | Daconi Khotob, Mukhamad Saifudin, Jobi Triananda Hasjim, M. Jamil, Amrullah, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova                |
| 5          | 17 Maret<br>2022<br>March 17,<br>2022       | 15.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | <i>Update</i> Studi Kelayakan Pembangunan Pembangkit Listrik Tenaga Surya (PLTS)<br>Update on the Feasibility Study for the Development of a Solar Power Plant (PLTS)                                                                                                                                                                                                                                                                                                                      | Daconi Khotob, Mukhamad Saifudin, Jobi Triananda Hasjim, M. Jamil, Amrullah, Franciscus M.A Sibarani, Darusman Mawardi, Chowadja Sanova                            |
| 6          | 21 Maret<br>2022<br>March 21,<br>2022       | 16.30                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | Pembahasan <i>Feasibility Study</i> (FS) Rencana Pembangunan PLTS<br>Discussion of the Feasibility Study (FS) of the PLTS Development Plan                                                                                                                                                                                                                                                                                                                                                 | Daconi Khotob, Mukhamad Saifudin, Jobi Triananda Hasjim, M. Jamil, Amrullah, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova                |
| 7          | 19 April<br>2022<br>April 19,<br>2022       | 10.30                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | Kinerja perusahaan bulan maret dan s.d. maret 2022, rencana kerja manajemen risiko tahun 2022<br>Company performance in March and until March 2022, 2022 risk management work plan                                                                                                                                                                                                                                                                                                         | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 8          | 27 April<br>2022<br>April 27,<br>2022       | 09.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                  | Prognosa tahun 2022, Realisasi KPI sampai dengan Maret 2022<br>Forecast for 2022, Realization of KPIs up to March 2022                                                                                                                                                                                                                                                                                                                                                                     | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Chowadja Sanova             |
| 9          | 17 Mei 2022<br>May 17,<br>2022              | 13.00                           | Hybrid<br>(Ruang Rapat Mendalo Kantor Pusat Palembang dan Aplikasi Zoom) | Kinerja bulan April dan s.d. April 2022, manajemen mutu pemasaran, penjualan dan rantai pasok <i>outbound</i><br>Performance in April and until April 2022, outbound marketing, sales and supply chain quality management                                                                                                                                                                                                                                                                  | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Chowadja Sanova             |



| No.<br>No. | Tanggal<br>Date                         | Waktu<br>(WIB)<br>Time<br>(IWT) | Tempat<br>Place                                                                        | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Peserta Rapat<br>Meeting Participants                                                                                                                              |
|------------|-----------------------------------------|---------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |                                         |                                 | Hybrid<br>(Mendalo<br>Meeting<br>Room,<br>Palembang<br>Head Office<br>and Zoom<br>App) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                    |
| 10         | 31 Mei 2022<br>May 31,<br>2022          | 10.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Revisi RKAP 2022, Optimalisasi pemanfaatan SAP<br>RKAP 2022 revision, Optimization of SAP utilization                                                                                                                                                                                                                                                                                                                                                                             | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 11         | 14 Juni 2022<br>June 14,<br>2022        | 10.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Kinerja bulan Mei dan sampai dengan Mei 2022, Penanganan BMU, Usulan perubahan struktur organisasi<br>Performance in May and up to May 2022, Handling of BMU, Proposed changes to the organizational structure                                                                                                                                                                                                                                                                    | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Chowadja Sanova             |
| 12         | 11 Juli 2022<br>July 11,<br>2022        | 10.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Hasil Konsultasi ke KBUMN Tanggal 24 Juni 2022<br>Result of Consultation to KBUMN on June 24, 2022                                                                                                                                                                                                                                                                                                                                                                                | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi                              |
| 13         | 18 Juli 2022<br>July 18,<br>2022        | 10.30                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Kinerja SMBR : 1. Periode Bulan Juni dan s.d. Juni 2022 2. Periode 1-14 Juli 2022 dan Prognosa, Prospek BMU terkait Rencana Integrasi SIG-SMBR<br>SMBR Performance: 1. June Period and until June 2022 2. Period July 1-14, 2022 and forecast, BMU Prospects related to the SIG-SMBR Integration Plan                                                                                                                                                                             | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 14         | 28 Juli 2022<br>July 28,<br>2022        | 09.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Update Progres Integrasi SMBR-SIG, Produktivitas, Reposisi dan Penanganan Pelanggaran Karyawan, Progres Perbaikan Kinerja BMU, Laporan Piutang & Penyelesaian Piutang <i>Bad Debt</i> Per 25 Juli 2022, <i>Update Project T3</i><br>Update on Progress of SMBR-SIG Integration, Productivity, Repositioning and Handling of Employee Violations, Progress of BMU Performance Improvement, Accounts Receivable & Bad Debt Settlement Report As of July 25, 2022, T3 Project Update | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 15         | 10 Agustus 2022<br>August 10,<br>2022   | 10.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Laporan kinerja juli 2022 dan s.d. Juli 2022, Penyelesaian piutang <i>bad debt</i> per 31 Juli 2022, Laporan kinerja BMU bulan Juli dan s.d. Juli 2022<br>July 2022 performance report and until July 2022, Settlement of bad debt receivables as of July 31, 2022, BMU performance report for July and until July 2022                                                                                                                                                           | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Chowadja Sanova             |
| 16         | 20 September 2022<br>September 20, 2022 | 14.00                           | Ruang Rapat<br>Pidada,<br>Panjang<br>Pidada<br>Meeting<br>Room,<br>Panjang             | Laporan Perkembangan Pekerjaan Audit Forensik PT Baturaja Multi Usaha, Laporan Kinerja Agustus dan s.d. Agustus 2022<br>PT Baturaja Multi Usaha Forensic Audit Work Progress Report, August Performance Report and until August 2022                                                                                                                                                                                                                                              | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 17         | 30 September 2022<br>September 30, 2022 | 15.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                                                | Progres Integrasi SMBR ke SIG, Hasil Pembahasan Bersama Kantor Akuntan Publik (KAP) RSM, Agenda Lainnya<br>Progress of SMBR Integration into SIG, Results of Discussion with RSM Public Accounting Firm (KAP), Other Agenda                                                                                                                                                                                                                                                       | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Chowadja Sanova             |





| No.<br>No. | Tanggal<br>Date                       | Waktu<br>(WIB)<br>Time<br>(IWT) | Tempat<br>Place                                            | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Peserta Rapat<br>Meeting Participants                                                                                                                              |
|------------|---------------------------------------|---------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18         | 18 Oktober 2022<br>October 18, 2022   | 09.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                    | Laporan Kinerja September 2022 dan s.d. September 2022, Laporan Kinerja 1 - 15 Oktober 2022 dan Progres Penagihan Piutang, Update PT Baturaja Multi Usaha (BMU), Progres Optimalisasi SAP, dan Penerapan Prinsip Akuntansi SMBR September 2022 Performance Report and until September 2022, October 1 - 15, 2022 Performance Report and Progress of Accounts Receivable Collection, PT Baturaja Multi Usaha (BMU) Update, SAP Optimization Progress, and Application of SMBR Accounting Principles   | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 19         | 01 November 2022<br>November 01, 2022 | 09.00                           | Hybrid                                                     | Rancangan Rencana Kerja dan Anggaran Perusahaan Tahun 2023 Update PT Baturaja Multi Usaha (BMU) Progres Penurunan Piutang Overdue Kategori A, B dan C 2023 Company Work Plan and Budget Draft Update PT Baturaja Multi Usaha (BMU) Progress on Reducing Overdue Receivables in Categories A, B and C                                                                                                                                                                                                 | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 20         | 09 November 2022<br>November 09, 2022 | 13.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                    | Potensi Penyajian Kembali Laporan Keuangan 31 Desember 2020 dan 31 Desember 2021 PT BMU, Rancangan RKAP Tahun 2023 Potential Restatement of Financial Statements December 31, 2020 and December 31, 2021 PT BMU, 2023 RKAP Draft                                                                                                                                                                                                                                                                     | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 21         | 22 November 2022<br>November 22, 2022 | 08.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                    | <ol style="list-style-type: none"> <li>1. Laporan Kinerja Oktober 2022 dan s.d Oktober 2022</li> <li>2. Laporan Kinerja Pertengahan Bulan (1-15 November 2022)</li> <li>3. Rancangan RKAP Tahun 2023</li> </ol> <ol style="list-style-type: none"> <li>1. Performance Report October 2022 and up to October 2022</li> <li>2. Mid-Month Performance Report (November 1-15, 2022)</li> <li>3. Draft 2023 RKAP</li> </ol>                                                                               | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 22         | 06 Desember 2022<br>December 06, 2022 | 10.00                           | Kantor perwakilan Jakarta<br>Jakarta representative office | <ol style="list-style-type: none"> <li>1. Potensi Penyajian Kembali Laporan Keuangan Konsolidasian</li> <li>2. Rancangan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023</li> <li>3. Progres Perbaikan PT Baturaja Multi Usaha (BMU)</li> </ol> <ol style="list-style-type: none"> <li>1. Potential Restatements of Consolidated Financial Statements</li> <li>2. Draft Company Work Plan and Budget (RKAP) for 2023</li> <li>3. Repair Progress of PT Baturaja Multi Usaha (BMU)</li> </ol> | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 23         | 12 Desember 2022<br>December 12, 2022 | 19.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                    | Rancangan RKAP Tahun 2023<br>Draft of 2023 RKAP                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 24         | 13 Desember 2022<br>December 13, 2022 | 13.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                    | Rancangan RKAP Tahun 2023<br>Draft of 2023 RKAP                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |
| 25         | 20 Desember 2022<br>December 20, 2022 | 10.00                           | Via Aplikasi<br>Zoom<br>Zoom<br>Meeting                    | <ol style="list-style-type: none"> <li>1. Laporan Kinerja Bulan November dan s.d. November 2022</li> <li>2. Executive Summary Monitoring Implementasi SAP</li> <li>3. RKAP Tahun 2023</li> <li>4. RKAP Tahun 2023 PT BMU</li> </ol> <ol style="list-style-type: none"> <li>1. Performance Report for November and up to November 2022</li> <li>2. Executive Summary Monitoring SAP Implementation</li> <li>3. RKAP 2023</li> <li>4. PT BMU's 2023 RKAP</li> </ol>                                    | Daconi Khotob, Mukhamad Saifudin, Tubagus Muhammad Dharury, Gatot Mardiana, Suherman Yahya, Franciscus M.A Sibarani, Darusman Mawardi, Oke Nurwan, Chowadja Sanova |



**Frekuensi dan Kehadiran Rapat**

Adapun frekuensi dan tingkat kehadiran Direksi pada rapat tersebut adalah sebagai berikut:

**Frequency and Attendance of Meeting**

The frequency and attendance of the Directors at the meeting are as follows:

| No.<br>No.                                       | Nama<br>Name               | Jabatan<br>Position                                                                  | Jumlah Rapat<br>Number of Meetings | Jumlah Kehadiran<br>Number of Attendance | Persentase Kehadiran<br>Percentage of Attendance (%) |
|--------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|------------------------------------------------------|
| <b>Dewan Komisaris</b><br>Board of Commissioners |                            |                                                                                      |                                    |                                          |                                                      |
| 1                                                | Franciscus M.A. Sibarani   | Komisaris Utama<br>President Commissioner                                            | 25                                 | 25                                       | 100,00                                               |
| 2                                                | Oke Nurwan                 | Komisaris<br>Commissioner                                                            | 25                                 | 18                                       | 72,00                                                |
| 3                                                | Darusman Mawardi           | Komisaris Independen<br>Independent Commissioner                                     | 25                                 | 25                                       | 100,00                                               |
| 4                                                | Chowadja Sanova            | Komisaris Independen<br>Independent Commissioner                                     | 25                                 | 24                                       | 96,00                                                |
| <b>Direksi</b><br>Board of Directors             |                            |                                                                                      |                                    |                                          |                                                      |
| 5                                                | Jobi Triananda Hasjim*     | Direktur Utama<br>President Director                                                 | 6                                  | 6                                        | 100,00                                               |
| 6                                                | Daconi Khotob              | Direktur Utama<br>President Director                                                 | 25                                 | 24                                       | 96,00                                                |
| 7                                                | Mukhamad Saifudin          | Direktur Pemasaran<br>Director of Marketing                                          | 25                                 | 25                                       | 100,00                                               |
| 8                                                | M. Jamil*                  | Direktur Keuangan dan<br>Manajemen Risiko<br>Director of Finance and Risk Management | 6                                  | 6                                        | 100,00                                               |
| 9                                                | Amrullah*                  | Direktur Umum dan SDM<br>Director of General Affairs & HR                            | 6                                  | 6                                        | 100,00                                               |
| 10                                               | Suherman Yahya**           | Direktur Produksi dan<br>Pengembangan<br>Director of Production & Development        | 19                                 | 19                                       | 100,00                                               |
| 11                                               | Tubagus Muhammad Dharury** | Direktur Keuangan dan<br>Manajemen Risiko<br>Director of Finance and Risk Management | 19                                 | 19                                       | 100,00                                               |
| 12                                               | Gatot Mardiana**           | Direktur Umum dan SDM<br>Director of General Affairs & HR                            | 19                                 | 19                                       | 100,00                                               |

\*) Berakhir masa jabatan pada 25 Maret 2022

\*\*) Efektif mulai menjabat pada 25 Maret 2022

\*) Ended term of office on March 25, 2022

\*\*) Effectively serving on March 25, 2022

## PENGUNGKAPAN HUBUNGAN AFILIASI ANTARA DIREKSI, DEWAN KOMISARIS, DAN PEMEGANG SAHAM UTAMA DAN/ATAU PENGENDALI

### Informasi tentang Pemegang Saham Utama/ Pengendali Hingga Nama Pemilik Akhir

Pemegang saham utama dan pengendali Perusahaan adalah Pemerintah Indonesia dengan kepemilikan 1 lembar saham seri A Dwiwarna, dan PT Semen Indonesia (Persero) Tbk dengan kepemilikan saham sebesar 75,51%. Sementara itu, sisanya

## DISCLOSURE OF AFFILIATION BETWEEN MEMBERS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND MAJORITY/ CONTROLLING SHAREHOLDERS

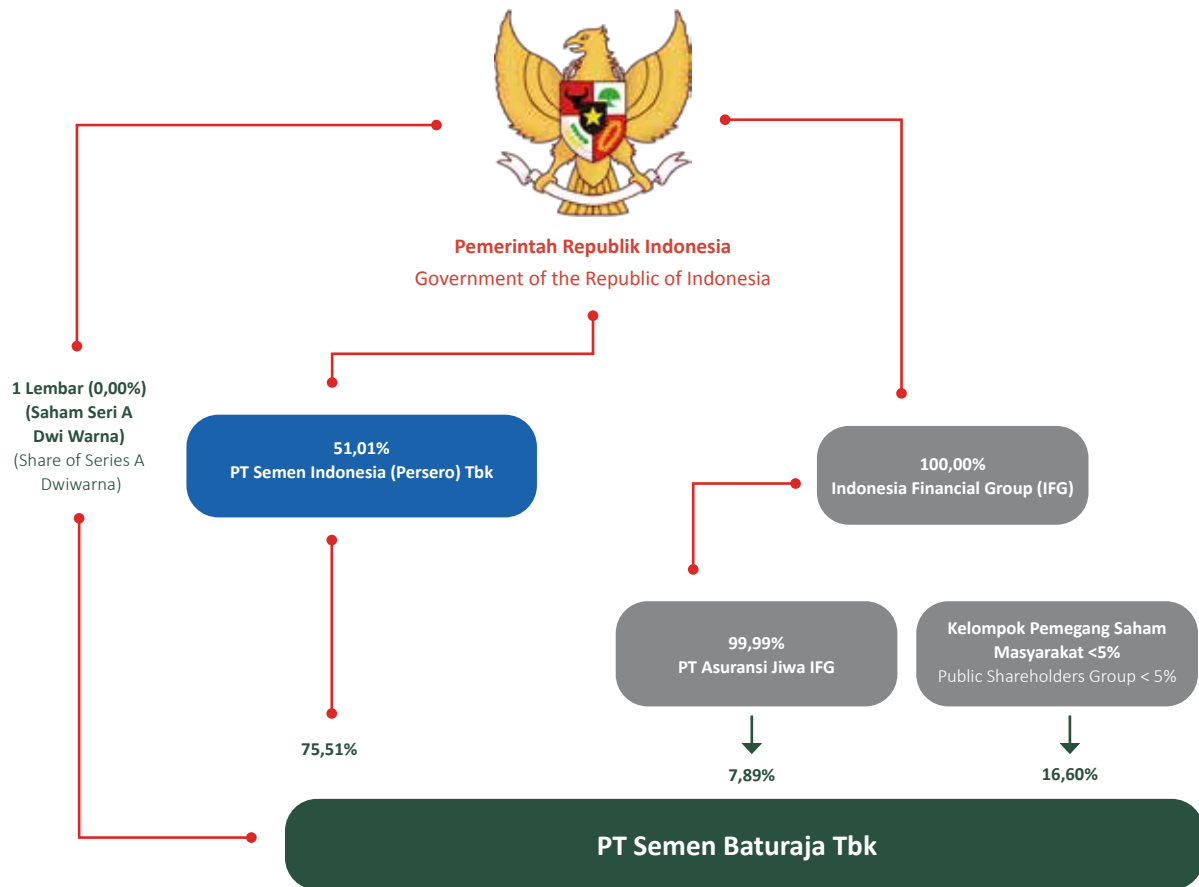
### Information about Major/Controlling Shareholders up to the Name of the Ultimate Owner

The Company's major and controlling shareholders comprise of the Government of Indonesia, which holds a single series A Dwiwarna share, and PT Semen Indonesia (Persero) Tbk, which owns a significant stake of 75.51%. The remaining



dimiliki oleh PT Asuransi Jiwa IFG sebesar 7,89% dan kelompok pemegang saham masyarakat kurang dari lima persen sebesar 16,60%.

shares are divided among PT Asuransi Jiwa IFG, which owns 7.89%, and a group of community shareholders who own less than five percent, amounting to 16.60% of the total shares.



### Hubungan Afiliasi Dewan Komisaris dan Direksi

Seluruh anggota Direksi dengan anggota Dewan Komisaris dan Pemegang Saham tidak memiliki hubungan keuangan, ataupun hubungan kepemilikan saham dan keluarga. Anggota Direksi Perusahaan 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.

### Affiliation of the Board of Commissioners and the Board of Directors

The Board of Directors, Board of Commissioners, and Shareholders of the Company have no financial or family ties, and do not hold any shared ownership. The members of the Board of Directors carry out their functions and duties independently, both individually and collectively. Moreover, they do not hold any concurrent positions that violate the regulations and laws governing the implementation of Good Corporate Governance (GCG).



Hubungan afiliasi anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama tercermin pada tabel sebagai berikut:

The table below displays the affiliation relationships of the members of the Board of Directors, Board of Commissioners, and Major Shareholders.

| Nama<br>Name                                     | Hubungan Keluarga dengan<br>Family Relations with |             |                               |             |                                |             | Hubungan Keuangan dengan<br>Financial Relations with |             |                               |             |                                |             |
|--------------------------------------------------|---------------------------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|------------------------------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|
|                                                  | Dewan Komisaris<br>Board of Commissioners         |             | Direksi<br>Board of Directors |             | Pemegang Saham<br>Shareholders |             | Dewan Komisaris<br>Board of Commissioners            |             | Direksi<br>Board of Directors |             | Pemegang Saham<br>Shareholders |             |
|                                                  | Ya<br>Yes                                         | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                      | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                      | Tidak<br>No |
| <b>Dewan Komisaris</b><br>Board of Commissioners |                                                   |             |                               |             |                                |             |                                                      |             |                               |             |                                |             |
| Franciscus M.A. Sibarani                         |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Oke Nurwan                                       |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Darusman Mawardi                                 |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Chowadja Sanova                                  |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| <b>Direksi</b><br>Board of Directors             |                                                   |             |                               |             |                                |             |                                                      |             |                               |             |                                |             |
| Daconi Khotob                                    |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Mukhamad Saifudin                                |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Suherman Yahya                                   |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Tubagus Muhammad Dharury                         |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |
| Gatot Mardiana                                   |                                                   | √           |                               | √           |                                | √           |                                                      | √           |                               | √           |                                | √           |

## PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Berikut ini tabel yang menunjukkan hubungan kepengurusan antar anggota Direksi pada perusahaan lain dalam periode tahun 2022.

## DISCLOSURE OF CONCURRENT POSITIONS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The table below depicts the management relationships that exist between the members of the Board of Directors in various companies during the 2022 period.

|                                                  | Kepengurusan pada Perusahaan/Institusi Lain<br>Management of other companies/institutions |                                                                  |                                    |
|--------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------|
|                                                  | Sebagai Anggota Dewan Komisaris<br>As a Member of the Board of Commissioners              | Sebagai Anggota Direksi<br>As a Member of the Board of Directors | Jabatan Lainnya<br>Other Positions |
|                                                  |                                                                                           |                                                                  |                                    |
| <b>Dewan Komisaris</b><br>Board of Commissioners |                                                                                           |                                                                  |                                    |
| Franciscus M.A. Sibarani                         | x                                                                                         | x                                                                | √                                  |
| Oke Nurwan                                       | x                                                                                         | x                                                                | √                                  |
| Darusman Mawardi                                 | x                                                                                         | x                                                                | x                                  |
| Chowadja Sanova                                  | x                                                                                         | x                                                                | x                                  |
| <b>Direksi</b><br>Board of Directors             |                                                                                           |                                                                  |                                    |
| Daconi Khotob                                    | x                                                                                         | x                                                                | x                                  |
| Mukhamad Saifudin                                | √                                                                                         | x                                                                | x                                  |
| Suherman Yahya                                   | √                                                                                         | x                                                                | x                                  |
| Tubagus Muhammad Dharury                         | x                                                                                         | x                                                                | x                                  |
| Gatot Mardiana                                   | √                                                                                         | x                                                                | x                                  |



Berikut rincian rangkap jabatan Dewan Komisaris dan Direksi pada perusahaan atau institusi lain:

The following information outlines the concurrent positions held by the members of the Board of Commissioners and the Board of Directors in other companies or institutions:

| Nama<br>Name                                     | Jabatan pada Perusahaan/Instansi Lain<br>Position at Other Companies/Institutions                                                                                      |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dewan Komisaris</b><br>Board of Commissioners |                                                                                                                                                                        |
| Franciscus M.A. Sibarani                         | Tim Ahli Menteri Koordinator Bidang Perekonomian Republik Indonesia<br>Team of Experts for the Coordinating Minister for Economic Affairs of the Republic of Indonesia |
| Oke Nurwan                                       | Tenaga Ahli Bidang Perdagangan Dalam Negeri Kementerian Perdagangan<br>Expert for Domestic Trade, Ministry of Trade                                                    |
| Darusman Mawardi                                 | -                                                                                                                                                                      |
| Chowadja Sanova                                  | -                                                                                                                                                                      |
| <b>Direksi</b>                                   |                                                                                                                                                                        |
| Daconi Khotob                                    | -                                                                                                                                                                      |
| Mukhamad Saifudin                                | -                                                                                                                                                                      |
| Suherman Yahya                                   | Komisaris PT Baturaja Daya Insani<br>Commissioner of PT Baturaja Daya Insani                                                                                           |
| Tubagus Muhammad Dharury                         | -                                                                                                                                                                      |
| Gatot Mardiana                                   | Komisaris PT Baturaja Multi Usaha<br>Commissioner of PT Baturaja Multi Usaha                                                                                           |

## KEBIJAKAN PENGUNGKAPAN INFORMASI KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

### Kebijakan Kepemilikan Saham Dewan Komisaris

Sebagai komitmen Perusahaan dalam menerapkan nilai-nilai GCG, Perusahaan memiliki kebijakan pengungkapan kepemilikan saham Dewan Komisaris yang mengacu pada ketentuan Peraturan Menteri BUMN No. 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 No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka.

Dalam hal ini, Perusahaan juga memperhatikan ketentuan yang ada dalam *Board Manual* dan Piagam Direksi yang memuat kebijakan pelaporan perubahan kepemilikan saham dilaporkan pada Perusahaan paling lambat 3 (tiga) hari kerja setelah transaksi dilakukan dan selanjutnya dilaporkan kepada Otoritas Jasa Keuangan dan melalui situs Bursa Efek Indonesia.

## 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

As part of the Company's commitment to uphold GCG (Good Corporate Governance) values, we have a policy of disclosing the share ownership of our Board of Commissioners, in accordance with the provisions of the Minister of BUMN Regulation No. PER-01/MBU/2011. This regulation mandates that the Board of Commissioners and Directors must report their share ownership to the relevant BUMN and other companies, as well as any amendments based on OJK Regulation No. 11/POJK.04/2017 concerning Ownership Reports or Any Changes in Public Company Share Ownership.

In line with this commitment, the Company also adheres to the provisions outlined in the Board Manual and the Board of Directors Charter. These policies require reporting of any changes in share ownership to the Company within 3 (three) working days of the transaction. Subsequently, the report must be submitted to the Financial Services Authority and posted on the Indonesia Stock Exchange website.







### Realisasi Tahun Buku

Seluruh anggota Dewan Komisaris dan Direksi telah melaporkan daftar khusus yang memuat kepemilikan sahamnya atas Perusahaan maupun perusahaan lainnya. Seluruh Dewan Komisaris dan Direksi Perusahaan tidak memiliki saham pada perusahaan lain, sedangkan informasi terkait kepemilikan saham Perusahaan oleh Dewan Komisaris dan Direksi per 31 Desember 2022, adalah sebagaimana terlampir pada tabel di bawah ini.

### Realization in Fiscal Year

All members of the Board of Commissioners and Board of Directors have reported their share ownership in the Company, as well as any other companies, in a special register. It should be noted that none of the Company's Board of Commissioners and Directors hold shares in other companies. Details of the Company's share ownership by the Board of Commissioners and Directors as of December 31, 2022, are provided in the table below.

| Nama<br>Name             | Jabatan<br>Position                                                               | Jumlah Lembar Saham<br>Total Shares |
|--------------------------|-----------------------------------------------------------------------------------|-------------------------------------|
| Franciscus M.A. Sibarani | Komisaris Utama<br>President Commissioner                                         | Nihil<br>Nil                        |
| Oke Nurwan               | Komisaris<br>Commissioner                                                         | Nihil<br>Nil                        |
| Darusman Mawardi         | Komisaris Independen<br>Independent Commissioner                                  | Nihil<br>Nil                        |
| Chowadja Sanova          | Komisaris Independen<br>Independent Commissioner                                  | Nihil<br>Nil                        |
| Daconi Khotob            | Direktur Utama<br>President Director                                              | 12.500                              |
| Mukhamad Saifudin        | Direktur Pemasaran<br>Director of Marketing                                       | Nihil<br>Nil                        |
| Suherman Yahya           | Direktur Produksi dan Pengembangan<br>Director of Production and Development      | 16.098                              |
| Tubagus Muhammad Dharury | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Nihil<br>Nil                        |
| Gatot Mardiana           | Direktur Umum dan SDM<br>Director of General Affairs and HR                       | Nihil<br>Nil                        |



# ORGAN PENDUKUNG DEWAN KOMISARIS

## SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

### SEKRETARIAT DEWAN KOMISARIS

Dewan Komisaris memiliki seorang Sekretaris Dewan Komisaris untuk mendukung pelaksanaan tugas kesekretariatan Dewan Komisaris yang dibentuk berdasarkan Peraturan Menteri Negara BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

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.

#### Tugas dan Wewenang

Sekretariat Dewan Komisaris menjalankan tugas dan fungsinya untuk memberikan dukungan dalam berbagai kegiatan Dewan Komisaris, kegiatan Komite Dewan Komisaris, maka kegiatan Sekretaris Dewan Komisaris dan Staf Dewan Komisaris secara umum adalah sebagai berikut:

##### 1. Kegiatan Rutin

Kegiatan rutin Sekretaris Dewan Komisaris antara lain menyiapkan dan memberikan dukungan atas seluruh kegiatan Dewan Komisaris dan Komite Dewan Komisaris, antara lain:

- Penyiapan risalah rapat internal Dewan Komisaris
- Penyiapan risalah rapat Dewan Komisaris dengan Direksi
- Penyiapan seluruh kegiatan Dewan Komisaris dan Komite Dewan Komisaris, meliputi:
  - Penyiapan surat-surat Dewan Komisaris dan dokumentasi lainnya yang akan disampaikan kepada Direksi dan RUPS.
  - Penyiapan dukungan kegiatan perjalanan dinas Dewan Komisaris dan Komite Dewan Komisaris
  - Penyiapan dukungan kegiatan pendidikan dan pelatihan Dewan Komisaris dan Komite Dewan Komisaris
  - Penyiapan kelengkapan dan dukungan untuk penyelenggaraan kegiatan administrasi Dewan Komisaris dan Komite Dewan Komisaris.

### SECRETARIAT OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has a designated Secretary who supports and carries out secretarial duties for the Board. The formation of the Secretary to the Board of Commissioners is based on the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012, which governs the Supporting Organs for the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.

The Secretariat of the Board of Commissioners, which reports to the Board, is responsible for overseeing the work of the Secretary. The Board holds the authority to appoint and dismiss the Secretary to the Board of Commissioners. The Secretariat comprises one Secretary to the Board of Commissioners, who serves as the head of the Secretariat, and may be assisted by one or two members of the Secretariat of the Board of Commissioners.

#### Duties and Authorities

The Secretariat of the Board of Commissioners performs a range of duties and functions to provide support for the activities of the Board of Commissioners, its Committees. Thus, the activities of the Secretary and staff of the Board of Commissioners are as follows:

##### 1. Routine Activities

The routine activities of the Secretary to the Board of Commissioners consist of preparing and providing support for all activities of the Board of Commissioners and its Committees. This includes, but is not limited to, the following:

- Preparing minutes of internal meetings of the Board of Commissioners
- Preparing minutes of meetings between the Board of Commissioners and the Board of Directors
- Preparing all activities of the Board of Commissioners and its Committees, which involves:
  - Drafting letters from the Board of Commissioners and other documentation to be submitted to the Board of Directors and the General Meeting of Shareholders (GMS).
  - Arranging logistics for official travel activities for the Board of Commissioners and its Committees.
  - Providing support for education and training activities for the Board of Commissioners and its Committees.
  - Ensuring completeness and support for carrying out administrative activities for the Board of Commissioners and its Committees.



2. Kegiatan Non-Rutin, meliputi:

- a. Pendidikan dan Pelatihan serta kegiatan serta kegiatan lainnya yang diberikan sesuai arahan dan kebutuhan Dewan Komisaris.

Sekretaris Dewan Komisaris mengikuti seminar/ *workshop*/pelatihan atau sejenis terkait bidang tugas Sekretaris Dewan Komisaris atau yang berkaitan.

Tujuan pendidikan dan pelatihan tersebut adalah untuk meningkatkan kompetensi/pengetahuan Sekretaris Dewan Komisaris.

*Outputnya* berupa laporan hasil pendidikan atau pelatihan yang diikuti.

- b. Perjalanan Dinas Sekretaris Dewan Komisaris

- i) Perjalanan Dinas Dalam Negeri

Perjalanan dinas dalam negeri adalah perjalanan dalam rangka tugas kedinasan yang dilakukan Sekretaris Dewan Komisaris dari kedudukan tempat kerja ke tempat tujuan lain dalam Wilayah Republik Indonesia dengan atau tanpa menginap dalam rangka pendampingan Dewan Komisaris dan Komite Dewan Komisaris.

- ii) Perjalanan Dinas Luar Negeri

Perjalanan dinas luar negeri adalah perjalanan dalam rangka tugas kedinasan yang dilakukan Sekretaris Dewan Komisaris dari kedudukan tempat kerja ke tempat tujuan lain di luar Wilayah Republik Indonesia. Perjalanan dinas luar negeri pelaksanaannya mengikuti rencana perjalanan dinas luar negeri Dewan Komisaris.

2. Non-Routine Activities, including:

- a. Non-routine activities include education and training, as well as other activities provided as directed and required by the Board of Commissioners. The Secretary to the Board of Commissioners is responsible for attending seminars, workshops, or training sessions related to their duties or other relevant matters. The aim of such education and training is to enhance the competency and knowledge of the Secretary to the Board of Commissioners, with the resulting output being a report detailing the outcomes of the training or education attended.

- b. Business Travel of the Board of Commissioners' Secretary:

- i) Domestic Business Travel

This refers to official travel undertaken by the Secretary of the Board of Commissioners to carry out official duties from the workplace to other destinations within the Territory of the Republic of Indonesia, with or without an overnight stay, in order to assist the Board of Commissioners and its committees.

- ii) Overseas Business Travel

Overseas official travel pertains to official travel undertaken by the Secretary to the Board of Commissioners from the workplace to destinations outside the Territory of the Republic of Indonesia. The implementation of overseas official travel adheres to the Board of Commissioners' foreign official travel plans.



## Profil Sekretaris Dewan Komisaris

## Profile of Secretary to the Board of Commissioners

|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Hera Zera</b><br/><b>Sekretaris Dewan Komisaris</b><br/>Secretary to the Board of Commissioners</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Warga Negara</b><br/>Nationality</p>                                        | <p>Indonesia</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Domisili</b><br/>Domicile</p>                                               | <p>Jakarta</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Usia</b><br/>Age</p>                                                        | <p>48 tahun pada akhir Tahun Buku 2022<br/>48 years old at the end of the 2022 Fiscal Year</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Tempat, Tanggal Lahir</b><br/>Place, Date of Birth</p>                      | <p>Padang, 4 Oktober 1974<br/>Padang, October 4, 1974</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Riwayat Pendidikan</b><br/>Educational Background</p>                       | <ol style="list-style-type: none"> <li>1. Sarjana Akuntansi Universitas Andalas (1997)</li> <li>2. Magister Sains Manajemen Universitas Indonesia (2005)</li> <li>1. Bachelor of Accounting from Andalas University (1997)</li> <li>2. Master of Management Science, University of Indonesia (2005)</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Riwayat Jabatan</b><br/>Position Background</p>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Riwayat Penunjukan</b><br/>Background of Appointment</p>                    | <ol style="list-style-type: none"> <li>1. Surat Keputusan Dewan Komisaris PT Semen Baturaja (Persero) Tbk No. SK-05/DK-SB/ IX/2019 sejak Tanggal 01 September 2019</li> <li>2. Surat Keputusan Dewan Komisaris PT Semen Baturaja (Persero) Tbk No. SK-08/DK-SB/VIII/2022 Tanggal 31 Agustus 2022 tentang Perpanjangan Masa Tugas Sekretaris Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk.</li> <li>1. Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk No. SK-05/DK-SB/ IX/2019 since September 01, 2019</li> <li>2. Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk No. SK-08/DK-SB/ VIII/2022 dated August 31, 2022 concerning Extension of the Term of Duty of the Secretary to the Board of Commissioners of the Company (Persero) PT Semen Baturaja Tbk</li> </ol>                                                                                                                                                                                                                           |
| <p><b>Rangkap Jabatan</b><br/>Concurrent Position</p>                             | <p>Koordinator Bidang Teknologi Informasi, Asdep Bidang Teknologi dan Informasi Kementerian BUMN (2021-sekarang)<br/>Coordinator for Information Technology, Deputy Assistant for Technology and Information, Ministry of SOE (2021-present)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Pengalaman Kerja</b><br/>Work Experience</p>                                | <ol style="list-style-type: none"> <li>1. Pengendali Fungsi Analisis Ekonomi dan Sektor Industri, Asdep Bidang Teknologi dan Informasi Kementerian BUMN (2020)</li> <li>2. Kepala Sub Bidang Energi Logistik, Kawasan dan Pariwisata Ilb-1 (2019- 2020)</li> <li>3. Sekretaris Dewan Komisaris PT Pupuk Sriwidjaja Palembang (2015-2019)</li> <li>4. Komite Investasi dan Manajemen Risiko PT Pertamina Geothermal Energy (2014-2015)</li> <li>5. Komite Audit dan GCG PT Pertamina Geothermal Energy, (2013-2014)</li> <li>1. Controller of the Function of Economic Analysis and Industrial Sector, Assistant Deputy for Technology and Information, Ministry of SOEs (2020)</li> <li>2. Head of Energy, Logistics, Regions and Tourism Sub-sector Ilb-1 (2019-2020)</li> <li>3. Secretary to the Board of Commissioners of PT Pupuk Sriwidjaja Palembang (2015-2019)</li> <li>4. Investment and Risk Management Committee of PT Pertamina Geothermal Energy (2014-2015)</li> <li>5. Audit and GCG Committee of PT Pertamina Geothermal Energy, (2013-2014)</li> </ol> |
| <p><b>Hubungan Afiliasi</b><br/>Affiliation</p>                                   | <p>Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama<br/>There is no affiliation with members of the Board of Commissioners, other members of the Board of Directors and major shareholders</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Jumlah Kepemilikan Saham SMBR</b><br/>Jumlah Kepemilikan Saham SMBR</p>     | <p>Tidak mempunyai saham SMBR<br/>Does not own SMBR shares</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



## Program Pengembangan Kompetensi

Untuk mendukung pelaksanaan tugasnya, Sekretaris Dewan Komisaris mengikuti program pengembangan kompetensi seperti pelatihan, seminar, *workshop* sebagai berikut:

## Competency Development Program

In order to enhance their capabilities and better execute their duties, the Secretary to the Board of Commissioners actively participates in competency development programs, such as training, seminars, and workshops, as outlined below:

| No. | Jenis Pelatihan<br>Type of training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Tanggal<br>Date                                         | Penyelenggara<br>Organizer                                                                                        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| 1   | Executive Education Directorship Program "High Performance Boards"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Jakarta, 22-25 Maret 2022<br>Jakarta, March 22-25, 2022 | PT Pertamina Training & Consulting                                                                                |
| 2   | Webinar Penerapan Whistleblowing Management System di Lingkungan BUMN dan Anak Perusahaan BUMN<br>Webinar on the Implementation of the Whistleblowing Management System in SOEs and SOEs Subsidiaries                                                                                                                                                                                                                                                                                                                                                                                                                                | Virtual, 30 Juli 2022<br>Virtual, July 30, 2022         | Visi Integritas dan Channel YouTube SATU VISI UTAMA<br>Vision of Integrity and YouTube Channel of ONE MAIN VISION |
| 3   | Webinar Kompeten #1 "Peran, Tugas dan Fungsi Organ Pendukung Dekom/Dewas Part 1<br>Competent Webinar #1 "Roles, Duties and Functions of Supporting Organs of the Board of Commissioners/Supervisory Board Part 1                                                                                                                                                                                                                                                                                                                                                                                                                     | Virtual, 06 Oktober 2022<br>Virtual, October 06, 2022   | Kementerian BUMN<br>Ministry of SOEs                                                                              |
| 4   | Government-Risk Compliance (GRC) Masterclass :<br>Tema 1 : Risk Mangement, Governance Risk Compliance (GRC)<br>Tema 2 : Peran Satuan Pengawas Internal (SPI) dalam Internal Control Perusahaan<br>Tema 7 : Memperkuat Peran Komite Audit, Komite Risiko dan Tata Kelola Terintegrasi Government-Risk Compliance<br>Government-Risk Compliance (GRC) Masterclass :<br>Theme 1 : Risk Management, Governance Risk Compliance (GRC)<br>Theme 2 : The Role of the Internal Supervisory Unit (SPI) in the Company's Internal Control<br>Theme 7 : Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance | Virtual, 14 Oktober 2022<br>Virtual, October 14, 2022   | Deputi Bidang Keuangan dan Manajemen Risiko KBUMN<br>Deputy of Finance and Ministry of SOEs Risk Management       |

## Kebijakan Remunerasi Sekretaris Dewan Komisaris

Dasar kebijakan remunerasi Sekretaris Dewan Komisaris terdapat pada Surat Keputusan Dewan Komisaris tentang Pemberhentian dan Pengangkatan Anggota Sekretariat Dewan Komisaris.

## Remuneration Policy For The Secretary To The Board Of Commissioners

The foundation of the compensation policy for the Secretary to the Board of Commissioners is outlined in the Board of Commissioners' decree regarding the recruitment and termination of members of the Board of Commissioners' secretariat.

(dalam Rp) (in IDR)

| Nama dan Jabatan<br>Name and Position                                             | Periode Jabatan<br>Term of Office                                | Gaji per Bulan<br>Salary per Month | Tunjangan Hari Raya<br>Religious Holiday Allowance | Tunjangan per Bulan<br>Allowance per Month | Total Remunerasi 2022<br>Total Remunerations 2022 |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------|----------------------------------------------------|--------------------------------------------|---------------------------------------------------|
| Hera Zera<br>(Sekretaris Dewan Komisaris/Secretary to the Board of Commissioners) | 01 Januari – 31 Desember 2022<br>January 01, – December 31, 2022 | 25.200.000                         | 25.200.000                                         | 6.300.000                                  | 403.200.000                                       |

## Laporan Singkat Pelaksanaan Kegiatan Sekretaris Dewan Komisaris

Di tahun 2022, Sekretaris Dewan Komisaris telah melaksanakan fungsinya sesuai dengan lingkup tugas dan tanggung jawabnya, sebagai berikut:

- Menyiapkan risalah rapat internal Dewan Komisaris.

## Brief Report on the Implementation of Activities of the Secretary to the Board of Commissioners

Throughout 2022, the Secretary to the Board of Commissioners dutifully executed her duties and responsibilities as delineated in her scope of work, which were as follows:

- Compiling minutes of the Board of Commissioners' internal meetings.





2. Menyiapkan risalah rapat Dewan Komisaris dengan Direksi.
3. Menyiapkan surat-surat Dewan Komisaris dan dokumentasi lainnya yang akan disampaikan kepada Direksi dan RUPS.
4. Menyiapkan kebutuhan terkait pelaksanaan kegiatan perjalanan dinas Dewan Komisaris dan Komite Dewan Komisaris.
5. Menyiapkan kebutuhan terkait kegiatan pendidikan dan pelatihan Dewan Komisaris dan Komite Dewan Komisaris.
6. Menyiapkan kebutuhan terkait penyelenggaraan kegiatan administrasi Dewan Komisaris dan Komite Dewan Komisaris.

2. Compiling minutes of meetings between the Board of Commissioners and the Board of Directors.
3. Drafting letters and other pertinent documents to be submitted to the Board of Directors and the General Meeting of Shareholders on behalf of the Board of Commissioners.
4. Coordinating logistics and requirements for official travel endeavors of the Board of Commissioners and its committees.
5. Coordinating logistics and requirements for educational and training pursuits of the Board of Commissioners and its committees.
6. Coordinating logistics and requirements for administrative undertakings of the Board of Commissioners and its committees.

## KOMITE AUDIT

Komite Audit dibentuk oleh Dewan Komisaris guna mendukung efektivitas pelaksanaan fungsi pengawasan terkait laporan keuangan, sistem pengendalian internal, pelaksanaan fungsi audit internal dan eksternal serta manajemen risiko, dan kepatuhan terhadap peraturan perundang-undangan yang berlaku.

### Dasar Hukum

Pembentukan Komite Audit mengacu pada:

1. Peraturan Menteri Negara Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara.
2. Peraturan Otoritas Jasa Keuangan No. 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 No. 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 No. 68 tahun 2021.

## AUDIT COMMITTEE

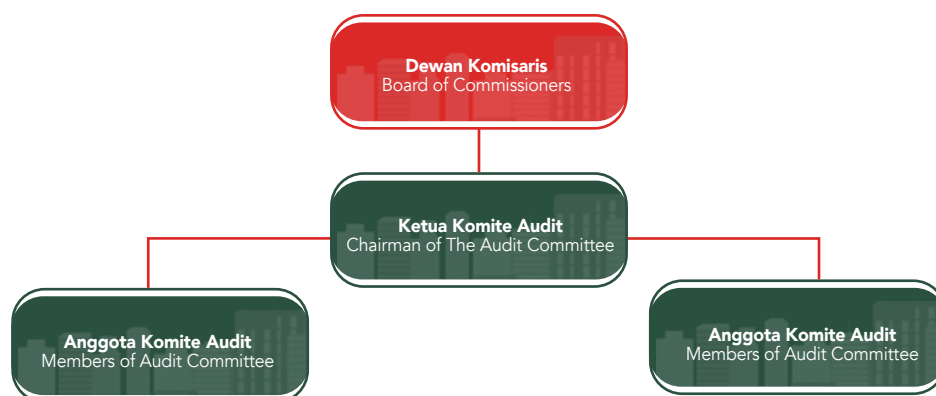
The Board of Commissioners established the Audit Committee to bolster the efficiency of oversight measures pertaining to financial reporting, internal control frameworks, internal and external audit functions, risk management, and adherence to relevant laws and regulations.

### Legal Basis

Establishment of the Audit Committee refers to:

1. Regulation of the State Minister of State-Owned Enterprises No. PER-12/MBU/2012 dated August 24, 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 December 23, 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.

### Struktur Komite Audit



### Structure of the Audit Committee



Kedudukan Komite Audit berada di bawah dan bertanggung jawab langsung kepada Dewan Komisaris. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris. 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

Perusahaan 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 holds a position subordinate to and is directly accountable to the Board of Commissioners. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners. The Audit Committee is headed by an Independent Commissioner, who also serves as a concurrent member. The Chairman of the Audit Committee has the prerogative to recommend a replacement for any member of the Audit Committee who completes their term, resigns, or is dismissed. Furthermore, the Audit Committee is obligated to submit a report on its performance to the Board of Commissioners. It is essential for the Audit Committee to adhere to the principles of professionalism, objectivity, and independence while carrying out its responsibilities.

### Requirements of the Audit Committee

The Company stipulates specific requirements that members of the Audit Committee must comply with. These requirements include:

1. Demonstrating high integrity, proficiency, knowledge, experience in their field of work, and effective communication skills.
2. Possessing an understanding of financial reports, the Company's business, particularly with regards to the services or business activities of the Issuer or Public Company, the audit process, risk management, and applicable laws and regulations in the Capital Market sector and other relevant fields.
3. Adhering to the Audit Committee's code of conduct established by the Issuer or Public Company.
4. Willingness to continuously improve their expertise through education and training.
5. Having at least one member with experience and expertise in auditing, accounting, and finance.
6. Not serving in a Public Accounting Firm, Legal Firm, Public Appraisal Service, or any other entity that provides insurance, non-insurance services, appraisal services, and/or other consulting services to the Issuer or Public Company for at least six months.
7. Not being employed or having the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company for at least six months, except for Independent Commissioners.
8. Having no direct or indirect shares in the Issuer or Public Company.
9. In the event that a member of the Audit Committee acquires shares of the Issuer or Public Company, either directly or indirectly as a result of legal action, such shares must be transferred to another party within a maximum of six months after their acquisition.



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.

10. Having no business relationships, either directly or indirectly, related to the business activities of the Issuer or Public Company.
11. Having no direct or indirect business relationships related to the business activities of the Issuer or Public Company.

### Komposisi dan Masa Jabatan

Masa jabatan Komite Audit mengacu pada Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, yang memuat 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.

### Composition and Term of Office

The term of office for the Audit Committee is determined by the Financial Services Authority Regulation No. 55/POJK.04/2015, which was issued on December 23, 2015, concerning the Establishment and Guidelines for the Implementation of Audit Committee Work. According to the regulation, the Audit Committee is comprised of at least three members, including Independent Commissioners and parties from outside the public company, who are appointed and dismissed by the Board of Commissioners. Additionally, the Chairman of the Audit Committee must be an Independent Commissioner.

Keanggotaan dan komposisi anggota Komite Audit telah memenuhi ketentuan dari Otoritas. Berikut komposisi Komite Audit per 31 Desember 2022:

The membership and composition of the Audit Committee are in compliance with the regulations set forth by the Authority. As of December 31, 2022, the composition of the Audit Committee is as follows:

#### Susunan Komite Audit per 31 Desember 2022 Composition of Audit Committee as of December 31, 2022

| Nama<br>Name         | Jabatan<br>Position                                                                                           | Masa Jabatan<br>Term of Office                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Darusman Mawardi     | Ketua Komite Audit<br>(Komisaris Independen)<br>Chairman of the Audit Committee<br>(Independent Commissioner) | Berdasarkan No. SK-02/DK-SB/VI/2017 sejak tanggal 21 Juni 2017 masa jabatannya berlaku sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR<br>Based on No. SK-02/DK-SB/VI/2017 since June 21, 2017 with term of office effective until the end of his term in Board of Commissioners of SMBR                                                                    |
| Muhammad Imran       | Anggota Komite Audit<br>Member of the Audit Committee                                                         | Berdasarkan No. SK-01/DK-SB/I/2021 sejak tanggal 29 Januari 2021 sampai dengan 29 Januari 2024<br>Based on No. SK-01/DK-SB/I/2021 from January 29, 2021 to January 29, 2024                                                                                                                                                                                                     |
| Mansyursyah Nasution | Anggota Komite Audit<br>Member of the Audit Committee                                                         | Berdasarkan No. SK-02/DK-SB/I/2020 sejak tanggal 10 Januari 2020 sampai dengan 01 November 2022, dan diperpanjang melalui SK-12/DK-SB/X/2022 sejak tanggal 01 November 2022 sampai dengan 01 November 2024.<br>Based on No. SK-02/DK-SB/I/2020 from January 10, 2020 to November 01, 2022, and extended through SK-12/DK-SB/X/2022 from November 01, 2022 to November 01, 2024. |

#### Profil Komite Audit Profile of the Audit Committee

|                                                                                                                                                                                                                                                |                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                | <p><b>Darusman Mawardi</b><br/><b>Ketua Komite Audit</b><br/><b>(Komisaris Independen)</b><br/>Chairman of the Audit Committee<br/>(Independent Commissioner)</p> |
| <p>Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan"<br/>The full profile can be found in the "Profile of the Board of Commissioners" section within the "Company Profile" chapter of this Annual Report</p> |                                                                                                                                                                   |





**Muhammad Imran**  
**Anggota Komite Audit**  
Member of the Audit Committee

|                                                                        |                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Warga Negara</b><br>Nationality                                     | Indonesia                                                                                                                                                                                                                                                                                                                              |
| <b>Domisili</b><br>Domicile                                            | Jawa Tengah<br>Central Java                                                                                                                                                                                                                                                                                                            |
| <b>Usia</b><br>Age                                                     | 42 tahun pada akhir Tahun Buku 2022<br>42 years as of the end of Fiscal Year 2022                                                                                                                                                                                                                                                      |
| <b>Tempat, Tanggal Lahir</b><br>Place, Date of Birth                   | Palu, 22 September 1980<br>Palu, 22 September 1980                                                                                                                                                                                                                                                                                     |
| <b>Riwayat Pendidikan</b><br>Educational Background                    | Sarjana Ekonomi Akuntansi dari Universitas Negeri Sebelas Maret (2004)<br>Bachelor's degree in Accounting Economics from Universitas Sebelas Maret (2004)                                                                                                                                                                              |
| <b>Riwayat Jabatan</b><br>Position Background                          |                                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Penunjukan</b><br>Background of Appointment                 | Menjabat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan No. SK-01/DK-SB/I/2021 sejak Tanggal 29 Januari 2021<br>Appointed as a Member of the Audit Committee based on the Decree of the Company's Board of Commissioners No. SK-01/DK-SB/I/2021 since January 29, 2021                        |
| <b>Rangkap Jabatan</b><br>Concurrent Position                          | Direktur Keuangan PT. Jababeka PP Properti<br>Finance Director of PT. Jababeka PP Properti                                                                                                                                                                                                                                             |
| <b>Pengalaman Kerja</b><br>Work Experience                             | Berbagai posisi di PT PP (Persero) Tbk (2005-sekarang):<br>1. Komisaris Utama PT Pekanbaru Permai Propertindo<br>2. Finance Director PT Sentul PP Properti<br>Various positions at PT PP (Persero) Tbk (2005-present):<br>1. President Commissioner of PT Pekanbaru Permai Propertindo<br>2. Finance Director of PT Sentul PP Properti |
| <b>Hubungan Afiliasi</b><br>Affiliation                                | Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama<br>No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders                                                                                           |
| <b>Jumlah Kepemilikan Saham SMBR</b><br>Total Ownership of SMBR Shares | Tidak mempunyai saham SMBR<br>No ownership of SMBR shares                                                                                                                                                                                                                                                                              |



**Mansyursyah Nasution**  
**Anggota Komite Audit**  
Member of the Audit Committee

|                                                      |                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Warga Negara</b><br>Nationality                   | Indonesia                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Domisili</b><br>Domicile                          | Palembang                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Usia</b><br>Age                                   | 69 tahun pada akhir Tahun Buku 2022<br>69 years as of the end of Fiscal Year 2022                                                                                                                                                                                                                                                                                             |
| <b>Tempat, Tanggal Lahir</b><br>Place, Date of Birth | Medan, 10 Juni 1953<br>Medan, June 10, 1953                                                                                                                                                                                                                                                                                                                                   |
| <b>Riwayat Pendidikan</b><br>Educational Background  | 1. Magister Manajemen Universitas Sriwijaya (2001)<br>2. Sarjana Ekonomi Universitas Sriwijaya (1993)<br>3. Sarjana Teknik Universitas Indonesia (1978)<br>1. Master's degree in Management from Universitas Sriwijaya (2001)<br>2. Bachelor's degree in Economics from Universitas Sriwijaya (1993)<br>3. Bachelor's degree in Engineering from Universitas Indonesia (1978) |



|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Riwayat Jabatan</b><br>Position Background                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Riwayat Penunjukan</b><br>Background of Appointment                 | Menjabat sebagai Anggota Komite Audit PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Dewan Komisaris No. SK-02/DK-SB/I/2020 sejak tanggal 10 Januari 2020 dan diperpanjang melalui Keputusan No. SK-12/DK-SB/X/2022 sejak Tanggal 01 November 2022 sampai dengan 01 November 2024.<br>Appointed as a Member of the Audit Committee of PT Semen Baturaja (Persero) Tbk based on the Decree of the Board of Commissioners No. SK-02/DK-SB/I/2020 since January 10, 2020 and extended through the Decree No. SK-12/DK-SB/X/2022 since November 01, 2022 to November 01, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Rangkap Jabatan</b><br>Concurrent Position                          | Tidak memiliki rangkap jabatan<br>No concurrent position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Pengalaman Kerja</b><br>Work Experience                             | <ol style="list-style-type: none"> <li>1. Dosen Pasca Sarjana Universitas Taman Siswa Palembang (2012-2018)</li> <li>2. Direktur Pendidikan Kader Ulama Ma'had Darussalam Yayasan Masjid Agung Palembang (2013-2018)</li> <li>3. Staf Tenaga Ahli FS Proyek Semen Baturaja II PT Plant Engineering Consultant (2019)</li> <li>4. Mechanical Engineering Expert PT Plant Engineering Consultant Antam Proyek Halmahera (2016)</li> <li>5. Mechanical Engineering Expert Proyek Semen Baturaja I PT Plant Engineering Consultant (2012)</li> <li>6. Mechanical Engineering Expert Proyek Semen Tonasa V PT Plant Engineering Consultant (2010-2011)</li> <li>7. Construction Manager PT Antam Proyek Pomala (2009-2011)</li> <li>8. Sekretaris Perusahaan PT Semen Baturaja (Persero) Tbk (2004-2009)</li> <li>9. Staf Direktur Utama PT Semen Baturaja (Persero) Tbk (2002-2004)</li> <li>10. Kepala Dept. SDM &amp; Umum PT Semen Baturaja (Persero) Tbk (1998-2002)</li> <li>11. Ka. Proyek Bidang Teknik Proyek OPT II PT Semen Baturaja (Persero) Tbk (1996-1997)</li> <li>12. Staf Dept. Litbang PT Semen Baturaja (Persero) Tbk (1994-1996)</li> <li>13. Ka. Engineering Proyek Optimalisasi Produksi Terak PT Semen Baturaja (Persero) Tbk (1992-1994)</li> <li>14. Ka. Biro Produksi &amp; Pemeliharaan Palembang PT Semen Baturaja (Persero) Tbk (1988-1992)</li> <li>15. Ka. Biro Pengadaan PT Semen Baturaja (Persero) Tbk (1984-1987)</li> <li>16. Ka. Biro Produksi &amp; Pemeliharaan Mesin Palembang PT Semen Baturaja (Persero) Tbk (1983-1984)</li> <li>17. Ka. Sub Divisi Teknik Mesin PT Semen Baturaja (Persero) Tbk (1979-1981)</li> <li>18. Staf Divisi Maintenance Mesin PT Semen Baturaja (Persero) Tbk (1979)</li> <li>1. Postgraduate lecturer at Taman Siswa University of Palembang (2012-2018)</li> <li>2. Director of Ulama Cadre Education of Ma'had Darussalam of Masjid Agung Foundation, Palembang (2013-2018)</li> <li>3. Expert Staff in FS Project of Semen Baturaja II PT Plant Engineering Consultant (2019)</li> <li>4. Mechanical Engineering Expert at PT Plant Engineering Consultant of Antam Project, Halmahera (2016)</li> <li>5. Mechanical Engineering Expert in Semen Baturaja I Project, PT Plant Engineering Consultant (2012)</li> <li>6. Mechanical Engineering Expert in Semen Tonasa V Project, PT Plant Engineering Consultant (2010-2011)</li> <li>7. Construction Manager at PT Antam Pomala Project (2009-2011)</li> <li>8. Corporate Secretary of PT Semen Baturaja (Persero) Tbk (2004-2009)</li> <li>9. Staff to President Director of PT Semen Baturaja (Persero) Tbk (2002-2004)</li> <li>10. Head of HR &amp; General Affairs Dept. of PT Semen Baturaja (Persero) Tbk (1998-2002)</li> <li>11. Head of Engineering in OPT II Project of PT Semen Baturaja (Persero) Tbk (1996-1997)</li> <li>12. Staff in Research &amp; Development Dept. of PT Semen Baturaja (Persero) Tbk (1996-1996)</li> <li>13. Head of Engineering in Optimization of Terka Production Project of PT Semen Baturaja (Persero) Tbk (1992-1994)</li> <li>14. Head of Palembang Production &amp; Maintenance Bureau of PT Semen Baturaja (Persero) Tbk (1988-1992)</li> <li>15. Head of Procurement Bureau of PT Semen Baturaja (Persero) Tbk (1984-1987)</li> <li>16. Head of Palembang Machine Production &amp; Maintenance Bureau of PT Semen Baturaja (Persero) Tbk (1983-1984)</li> <li>17. Head of Mechanical Engineering Sub-Division of PT Semen Baturaja (Persero) Tbk (1979-1981)</li> <li>18. Staff in Machine Maintenance Division of PT Semen Baturaja (Persero) Tbk (1979)</li> </ol> |
| <b>Hubungan Afiliasi</b><br>Affiliation                                | Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama<br>No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Jumlah Kepemilikan Saham SMBR</b><br>Total Ownership of SMBR Shares | Tidak mempunyai saham SMBR<br>No ownership of SMBR shares                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## 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 Perusahaan Komite Audit juga menjadi penghubung antara fungsi pengawasan Dewan Komisaris dengan internal auditor.

## Independency of Members of the Audit Committee

The membership of the Audit Committee is expected to maintain independence, allowing members to provide professional opinions in accordance with ethical principles and without bias towards any party, ensuring no conflicts of interest exist.

This requirement also applies to the Chairman of the Audit Committee, who must be an independent Board of Commissioners member, or at the very least, act independently. The integrity of the committee is built upon the moral foundation of its members. This aspect is of critical importance as the Audit Committee is responsible for bridging communication between the external auditor and the Company. Moreover, it serves as a point of contact between the Board of Commissioners' supervisory function and the internal auditor.





Seluruh anggota Komite Audit tidak memiliki hubungan afiliasi dengan manajemen Perusahaan termasuk menjabat salah satu jabatan dalam struktur organisasi Perusahaan maupun anak perusahaan.

Kualifikasi independensi dari anggota Komite Audit harus memenuhi kriteria sebagai berikut:

It is required that all members of the Audit Committee maintain a non-affiliated relationship with the Company's management, which includes not holding any position within the Company or its subsidiaries' organizational structure.

The members of the Audit Committee must fulfill certain criteria to maintain their independence, which are as follows:

| Kriteria Independensi<br>Independence Criteria                                                                                                                                                                                                                                                                                                                                                      | Darusman<br>Mawardi | Muhammad<br>Imran | Mansyursyah<br>Nasution |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|-------------------------|
| Menjunjung tinggi integritas, profesionalisme dan standar profesi dalam melaksanakan tugas dan tanggung jawabnya<br>Adhere to the principles of integrity, professionalism, and professional standards while performing their duties                                                                                                                                                                | √                   | √                 | √                       |
| Menjaga kerahasiaan dokumen, data dan informasi Perusahaan yang diperoleh, baik dari pihak internal maupun pihak eksternal.<br>Maintain confidentiality regarding the Company's documents, data, and information obtained, whether from internal or external sources                                                                                                                                | √                   | √                 | √                       |
| Tidak menggunakan aset dan informasi penting yang berkaitan dengan Perusahaan, serta jabatannya untuk kepentingan Pribadi di luar ketentuan peraturan perundang-undangan serta kebijakan Perusahaan yang berlaku<br>Refrain from using important assets and information related to the Company or 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 Perusahaan selain penghasilan yang sah<br>Avoid obtaining personal interests, whether directly or indirectly, from the Company's activities, apart from their lawful income                                                                                                                             | √                   | √                 | √                       |
| Mematuhi peraturan perundang-undangan yang berlaku, Anggaran Dasar, Pedoman Perilaku, Pedoman Tata Kelola Perusahaan serta kebijakan-kebijakan Perusahaan<br>Comply with the prevailing laws and regulations, Articles of Association, Code of Conduct, Guidelines for Corporate Governance, and Company policies                                                                                   | √                   | √                 | √                       |

### Piagam (Charter) Komite Audit

Pelaksanaan tugas dan tanggung jawab Komite Audit mengacu pada Piagam Komite Audit No. SK-01/DK-SB/1/2020 tanggal 06 Januari 2020 dengan memperhatikan peraturan perundang-undangan. Piagam Komite Audit ini digunakan sebagai pedoman dan tata tertib yang mengikat seluruh anggota 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

### Charter of the Audit Committee

The Audit Committee's duties and responsibilities are executed in accordance with the Audit Committee Charter No. SK-01/DK-SB/1/2020, dated January 06, 2020, while adhering to relevant laws and regulations. The Audit Committee Charter serves as a guideline and code of conduct that obliges all members to perform their duties and responsibilities in an efficient, effective, transparent, professional, independent, and accountable manner, in accordance 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



## Pedoman Kerja Komite Audit

1. Peraturan Menteri Negara Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara;
2. Peraturan Otoritas Jasa Keuangan No. 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 No. SK- 01/ DK-SB/I/2020 tentang Piagam Komite Audit;
4. Anggaran Dasar Perusahaan Perseroan PT Semen Baturaja (Persero) Tbk, sebagaimana telah beberapa kali diubah terakhir dengan Akta No. 68 tanggal 25 Juni 2021 dari Notaris Fathiah Helmi, S.H.

## Tugas dan Tanggung Jawab Komite Audit

Sesuai dengan Piagam Komite Audit Perusahaan, 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 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 Dewan Komisaris.
7. Menelaah informasi keuangan yang akan dikeluarkan Perusahaan, 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 Perusahaan.
9. Menelaah dan melaporkan kepada Dewan Komisaris atas pengaduan yang berkaitan dengan Perusahaan.
10. Menyampaikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya.

## Audit Committee Board Manual

1. The Regulation issued by the State Minister of State-Owned Enterprises, No. PER-12/MBU/2012, dated August 24, 2012, pertains to the Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
2. The Financial Services Authority Regulation, No. 55/POJK.04/2015, dated December 23, 2015, concerns the Establishment and Work Implementation of the Audit Committee.
3. The Charter of the Audit Committee for PT Semen Baturaja (Persero) Tbk was established by the Decision of the Board of Commissioners, No. SK-01/DKSB/I/2020;
4. The Articles of Association of PT Semen Baturaja (Persero) Tbk have been amended several times, with the latest amendment made through Deed No. 68, dated June 25, 2021, executed by Notary Fathiah Helmi, S.H.

## Duties and Responsibilities of the Audit Committee

According to the Company's Audit Committee Charter, the Audit Committee has several obligations and responsibilities, including:

1. Strengthening the function of the Board of Commissioners in ensuring the effectiveness of the internal control system and the performance of the external and internal auditors.
2. Reviewing the internal audit activities, assessing the adequacy of the internal audit function, including the number of auditors, the annual work plan, and assignments carried out, as well as supervising follow-up examinations by the Board of Directors on the internal auditors' findings.
3. Assisting the Board of Commissioners in recommending the appointment of an external auditor to the General Meeting of Shareholders (GMS).
4. Supervising the external audit's implementation, including audit planning, and assessing the competency and adequacy of the number of auditors.
5. Providing recommendations for improving the management control system and its implementation.
6. Offering opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners and identifying matters requiring the Commissioners' attention.
7. Reviewing financial information that the Company will issue, such as financial reports, long-term plans, work plans, budgets, management reports, and other financial information.
8. Reviewing the Company's compliance with laws and regulations relating to its activities.
9. Reviewing and reporting to the Board of Commissioners on complaints relating to the Company.
10. Providing an independent opinion in the event of disagreements between the management and accountants for the services they provide.



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 itu, Komite Audit juga memiliki tugas dan tanggung jawab dalam membantu fungsi pengawasan (*oversight roles*) Dewan Komisaris, mencakup:

11. Preparing a quarterly report on the Audit Committee's activities and submitting it to the Board of Commissioners in the first month following each quarter.
12. Preparing a special report to the Board of Commissioners, if requested.
13. Maintaining the confidentiality of documents, data, and company information.

Furthermore, the Audit Committee has duties and responsibilities in assisting the Board of Commissioners in its oversight roles:

| Lingkup<br>Scope                                                                             | Penjelasan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Laporan Keuangan<br>Financial statements                                                     | Mereviu keandalan dan objektivitas laporan keuangan Perusahaan yang diterbitkan untuk kepentingan para pemangku kepentingan.<br>Review the reliability and objectivity of the Company's financial statements issued for the benefit of stakeholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Kinerja Operasional<br>Operational Performance                                               | Mereviu pelaksanaan kegiatan dan kinerja operasional sebagaimana yang ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan tahunan.<br>Reviewing the implementation of operational activities and performance as stipulated in the annual Work Plan and the Company's Budget.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Pengendalian Internal<br>Internal Control                                                    | Mereviu efektivitas pengendalian internal yang diterapkan oleh manajemen dalam pengelolaan Perusahaan.<br>Reviewing the effectiveness of internal control implemented by management in managing the Company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Aktivitas Assurance<br>Assurance Activities                                                  | Mereviu 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. Mereviu rencana dan hasil atas aktivitas yang dilakukan oleh Auditor Eksternal dalam meyakinkan bahwa laporan keuangan bebas dari salah saji material.<br>Reviewing plans and results of activities carried out by the Internal Auditor in increasing confidence regarding the accuracy, completeness and timeliness of presentation of financial reports, both interim and annual financial reports, as well as ensuring the effectiveness of risk management. Review 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<br>Appointment of External Auditor                              | Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa.<br>Provide recommendations to the Board of Commissioners regarding the appointment of an external auditor based on independence, scope of assignment, and compensation for services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Kepatuhan terhadap Peraturan Perundangan<br>Compliance with Rules and Regulations            | Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perusahaan dan kepatuhan terhadap seluruh perjanjian dan komitmen yang dibuat Perusahaan dengan pihak ketiga.<br>Conduct a review of compliance with laws and regulations related to the Company's activities and compliance with all agreements and commitments made by the Company with third parties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Objektivitas dan Independensi<br>Objectivity and Independence                                | Mereviu objektivitas dan independensi auditor internal dan eksternal.<br>Review the objectivity and independence of internal and external auditors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Identifikasi Hal-hal yang Menjadi Perhatian<br>Identification of Matters Requiring Attention | Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.<br>Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Respons terhadap Pemangku Kepentingan<br>Response to Stakeholders                            | Melakukan penelaahan atas saran, permasalahan atau keluhan pemangku kepentingan yang disampaikan langsung kepada Dewan Komisaris.<br>Reviewing suggestions, problems or complaints from stakeholders submitted directly to the Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Pengawasan Lainnya<br>Other Oversight Functions                                              | Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris.<br>Carry out other supervisory duties in accordance with the request of the Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



## Pelaksanaan Rapat Komite Audit

Penyelenggaraan rapat Komite Audit telah tertuang dalam Piagam Komite Audit, di mana rapat tersebut dilaksanakan 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.

Di tahun 2022, Komite Audit telah melakukan rapat setiap bulannya meliputi rapat dengan Dewan Komisaris, rapat dengan BOD-1 dan mengadakan rapat koordinasi dengan *Division Internal Audit* sebanyak 5 (lima) kali. Berikut rekapitulasi agenda rapat dan kehadiran dalam rapat-rapat yang diselenggarakan tersebut.

## Implementation of the Audit Committee Meetings

The Audit Committee Charter specifies that meetings of the Audit Committee are held at least as frequently as the meetings of the Board of Commissioners in the Articles of Association, or at least once every three months. The Audit Committee is authorized to convene meetings with the Board of Commissioners, Directors, Vice Presidents, internal auditors, risk officers, external auditors, and other relevant parties.

In 2022, the Audit Committee conducted monthly meetings, including meetings with the Board of Commissioners and BOD-1, as well as holding coordination meetings with the Internal Audit Division five times. The following is a summary of the meeting agendas and attendance records for the meetings held.

**Daftar Rapat Komite Audit**  
List of Audit Committee Meetings

| No.<br>No. | Tanggal<br>Date                         | Tempat/Media<br>Venue/Media                                                 | Agenda                                                                                                                            |
|------------|-----------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1.         | 10 Maret 2022<br>March 10, 2022         | Via Aplikasi Zoom<br>Zoom Meeting                                           | Pembahasan (lanjutan) Usulan Perubahan Struktur Organisasi<br>Discussion (continued) Proposed Changes in Organizational Structure |
| 2.         | 17 Mei 2022<br>May 17, 2022             | Ruang Rapat Kantor Pusat Palembang<br>Meeting Room of Palembang Head Office | Rapat Koordinasi Triwulan I<br>Coordination Meeting in Quarter I                                                                  |
| 3.         | 30 Juni 2022<br>June 30, 2022           | Via Aplikasi Zoom<br>Zoom Meeting                                           | Rapat Koordinasi Triwulan II<br>Coordination Meeting in Quarter II                                                                |
| 4.         | 30 September 2022<br>September 30, 2022 | Ruang Rapat Kantor Pusat Palembang<br>Meeting Room of Palembang Head Office | Rapat Koordinasi Triwulan III<br>Coordination Meeting in Quarter III                                                              |
| 5.         | 27 Desember 2022<br>December 27, 2022   | Via Aplikasi Zoom<br>Zoom Meeting                                           | Rapat Koordinasi Triwulan IV<br>Coordination Meeting in Quarter IV                                                                |

**Jumlah dan Tingkat Kehadiran**  
Total Number of Attendees and Attendance Level

| Nama<br>Name         | Jumlah Wajib Rapat<br>Total Mandatory Meetings | Jumlah Kehadiran<br>Total Attendance | Tingkat Kehadiran<br>Attendance Level (%) |
|----------------------|------------------------------------------------|--------------------------------------|-------------------------------------------|
| Darusman Mawardi     | 5                                              | 5                                    | 100,00                                    |
| Muhammad Imran       | 5                                              | 5                                    | 100,00                                    |
| Mansyursyah Nasution | 5                                              | 5                                    | 100,00                                    |

## Pendidikan & Pelatihan Tahun Buku

Sebagai upaya peningkatan kompetensi Komite Audit, Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Rincian realisasi pengembangan kompetensi Komite Audit disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

## Education & Training in Fiscal Year

In an effort to enhance the competency of the Audit Committee, the Company provides various competency development programs that are customized to the Company's business development. Competency development may take the form of training, seminars, or workshops. Details regarding the realization of the Audit Committee's competency development are presented in the "Company Profile" chapter included in this annual report.

## Kebijakan Remunerasi Komite Audit

Dasar kebijakan remunerasi Komite Audit terdapat pada Keputusan Dewan Komisaris tentang Pemberhentian dan Pengangkatan masing-masing Anggota Komite.

## Audit Committee Remuneration Policy

The Audit Committee's remuneration policy is based on the Board of Commissioners' decree concerning the appointment and dismissal of each committee member.



(dalam Rp) (in IDR)

| Nama dan Jabatan<br>Name and Position                                          | Periode Jabatan<br>Term of Office                                | Gaji per Bulan<br>Salary per Month | Tunjangan Hari Raya<br>Religious Holiday Allowance | Tunjangan per Bulan<br>Allowance per Month | Total Remunerasi 2022<br>Total Remuneration |
|--------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------|----------------------------------------------------|--------------------------------------------|---------------------------------------------|
| Muhammad Imran<br>(Anggota Komite Audit)<br>(Members of Audit Committee)       | 01 Januari – 31 Desember 2022<br>January 01, – December 31, 2022 | 22.000.000                         | 22.000.000                                         | -                                          | 286.000.000                                 |
| Mansyursyah Nasution<br>(Anggota Komite Audit)<br>(Members of Audit Committee) | 01 Januari – 31 Desember 2022<br>January 01, – December 31, 2022 | 22.000.000                         | 22.000.000                                         | -                                          | 286.000.000                                 |

## Laporan Singkat Pelaksanaan Kegiatan Komite Audit

Di tahun 2022, Komite Audit telah melaksanakan fungsinya sesuai dengan lingkup tugas dan tanggung jawabnya, sebagai berikut:

1. Menyusun Rencana Kerja Komite Audit Tahun 2022.
2. Melakukan pemantauan dan pelaporan atas realisasi pelaksanaan Rencana Kerja Komite Audit Tahun 2022.
3. Melakukan evaluasi dan memberi rekomendasi atas penunjukan Pejabat *Division* Internal Audit.
4. Melakukan evaluasi atas Kinerja KAP terhadap Tahun Buku 2021 dan memberikan rekomendasi untuk penunjukan *External Auditor* tahun buku 2022.
5. Melakukan Reviu atas usulan RKAP tahun 2022.
6. Melakukan Reviu atas Laporan Manajemen Perusahaan Tahunan secara triwulan.
7. Memantau dan evaluasi Realisasi atas Program Kerja Pemeriksaan Tahunan *Division* Internal Audit.
8. Memonitor atas pelaksanaan Investasi tahun 2022.
9. Memantau kondisi pabrik serta memberi saran atas operasional pabrik.
10. Memantau serta memberi saran atas percepatan realisasi operasional Tambang Baru (T3).
11. Melakukan reviu atas kinerja bulanan perusahaan dan memberikan saran ke Dewan Komisaris untuk ditindaklanjuti.
12. Memantau realisasi dan memberi saran atas penyaluran semen.
13. Memantau realisasi kegiatan Anak Perusahaan BMU.
14. Memonitor Realisasi pelunasan Piutang tahun 2022.
15. Memonitor realisasi tindak lanjut atas Manajemen *Letter* KAP Tahun Buku 2021.
16. Melakukan evaluasi atas pelaksanaan Sistem Manajemen Semen Baturaja (SMSB).
17. Memantau kegiatan dan realisasi program *Research and Engineering*.
18. Memantau stok bahan baku dan penolong kebutuhan operasional pabrik.
19. Memantau realisasi Tindakan atas keluhan pelanggan.
20. Memantau realisasi tindak lanjut dari keputusan RUPS dan arahan Dewan Komisaris.

## Brief Report on Activities of the Audit Committee

In 2022, the Audit Committee fulfilled its Serving obligations and responsibilities in accordance with its designated scope, as Serving outlined below:

1. Prepared Serving the 2022 Audit Committee Work Plan.
2. Monitored and reported on the realization of the implementation of the 2022 Audit Committee Work Plan.
3. Evaluated and made recommendations regarding the appointment of Internal Audit Division Officers.
4. Assessed the performance of KAP for the 2021 fiscal year and provided recommendations for the appointment of an External Auditor for the 2022 fiscal year.
5. Conducted a review of the 2022 RKAP proposal.
6. Reviewed the Annual Company Management Report quarterly.
7. Monitored and evaluated the realization of the Annual Audit Work Program of the Internal Audit Division.
8. Monitored the implementation of investments in 2022.
9. Monitored plant conditions and provided advice on plant operations.
10. Monitored and provided advice on accelerating the realization of the operation of the New Mine (T3).
11. Reviewed the company's monthly performance and provided advice to the Board of Commissioners for follow-up.
12. Monitored the realization and provided advice on the distribution of cement.
13. Monitored the realization of the activities of BMU's subsidiaries.
14. Monitored the realization of the repayment of receivables in 2022.
15. Monitored the realization of follow-up on KAP Management Letters for the 2021 fiscal year.
16. Evaluated the implementation of the Semen Baturaja Management System (SMSB).
17. Monitored the activities and realization of the Research and Engineering program.
18. Monitored the stock of raw and auxiliary materials for factory operational needs.
19. Monitored the realization of actions on customer complaints.
20. Monitored the realization of the follow-up of the resolutions of the GMS and the direction of the Board of Commissioners.





### Evaluasi Kinerja Auditor Eksternal

Dalam meningkatkan kinerja Auditor Eksternal, Komite Audit telah menelaah dan membahas bersama dengan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan yang bertanggung jawab dalam memberikan pendapat mengenai kewajaran penyajian laporan keuangan dan catatan atas laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia. Adapun pembahasan tersebut mengenai efektivitas pengendalian internal atas pelaporan keuangan, kualitas dan akseptabilitas dari Standar Akuntansi Keuangan yang diterapkan oleh Perusahaan.

### Penilaian atas Efektivitas Pelaksanaan Audit Internal

Untuk mencapai tujuan Perusahaan, Komite Audit telah menilai efektivitas Audit Internal melalui penelaahan Hasil Audit yang telah dilakukan sesuai dengan rencana audit tahunan dan disajikan dalam Risalah Rapat Komite.

### Penilaian atas Efektivitas Penerapan Tata Kelola Perusahaan

Dalam menciptakan perusahaan yang sehat, Komite Audit telah menilai penerapan tata kelola di Perusahaan telah berjalan dengan baik. Penilaian ini berdasarkan pada penelaahan Laporan Hasil Asesmen GCG yang dilakukan Perusahaan.

## KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi dibentuk oleh Dewan Komisaris guna membantu melaksanakan tanggung jawab pengawasan implementasi terhadap kebijakan nominasi dan remunerasi anggota Direksi dan anggota Dewan Komisaris. Komite Nominasi dan Remunerasi diangkat melalui Keputusan Dewan Komisaris No. SK-04/DK-SB/IV/2020 tanggal 20 April 2020 yang kemudian mengalami perubahan susunan anggota Komite berdasarkan SK-01/DK-SB/I/2022 tanggal 27 Januari 2022.

### Dasar Hukum

Pembentukan Komite Nominasi dan Remunerasi mengacu pada:

1. Peraturan Menteri Badan Usaha Milik Negara No. 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 No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

### Performance Assessment of External Auditor

To improve the External Auditor's performance, the Audit Committee thoroughly reviewed and discussed with KAP Amir Abadi Jusuf, Aryanto, Mawar & Partners, who are responsible for providing an opinion on the financial statements' fairness and the notes to financial statements in accordance with Indonesian Financial Accounting Standards. The discussion covered the effectiveness of internal control over financial reporting, the quality and acceptability of the Financial Accounting Standards applied by the Company.

### Assessment of the Effectiveness of Internal Audit Implementation

To foster a healthy company, the Audit Committee assessed the Corporate Governance's effectiveness, which is reflected in the current review of the GCG Assessment Report by the Company.

### Evaluation of the Effectiveness of Corporate Governance Implementation

The Audit Committee evaluated the effectiveness of the Internal Audit to achieve the Company's objectives by reviewing the Audit Results, which were conducted in accordance with the annual audit plan and presented in the Committee Meetings' Minutes.

## NOMINATION AND REMUNERATION COMMITTEE

The Board of Commissioners established the Nomination and Remuneration Committee to aid in overseeing the implementation of the nomination and remuneration policies for Directors and Board of Commissioners members. The committee was appointed through the issuance of Board of Commissioners Decree No. SK-04/DK-SB/IV/2020 dated April 20, 2020. However, the committee underwent a change in membership composition based on SK-01/DK-SB/I/2022 dated January 27, 2022.

### Legal Basis

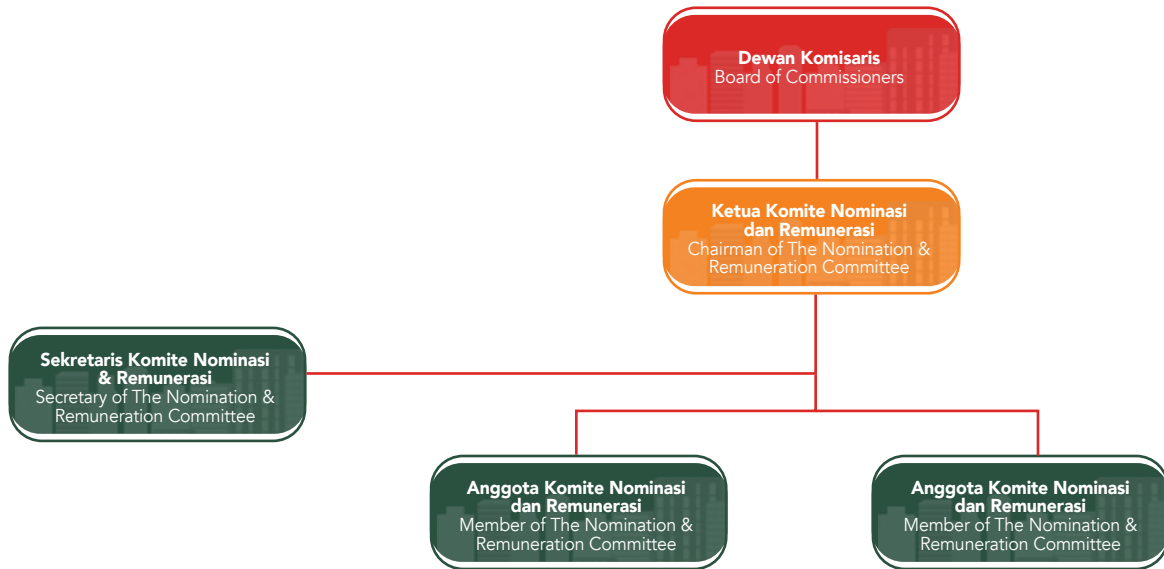
The formation of the Nomination and Remuneration Committee is based on:

1. The Regulation of the Ministry of State-Owned Enterprises No. PER-12/MBU/2012, which outlines the roles and responsibilities of the supporting organs of the Board of Commissioners/Supervisory Board for State-Owned Enterprises.
2. The Regulation of the Financial Services Authority No. 34/POJK.04/2014, which specifies the guidelines for the establishment and duties of the Nomination and Remuneration Committee for issuers or public companies.



## Struktur Komite Nominasi dan Remunerasi

## Structure of the Nomination and Remuneration Committee



### Persyaratan Anggota Komite

Mengacu pada Peraturan Menteri Badan Usaha Milik Negara No. 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.

Berdasarkan Peraturan Menteri BUMN:

1. Anggota Komite Nominasi dan Remunerasi atau nomenklatur lain dengan fungsi yang sama dapat berasal dari anggota Dewan Komisaris/Dewan Pengawas atau dari luar Perusahaan.
2. 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 Otoritas Jasa Keuangan (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:
    - i) Anggota Dewan Komisaris;
    - ii) Pihak yang berasal dari luar Emiten atau Perusahaan Publik yang bersangkutan; atau
    - iii) Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.

### Requirements of Committee Members

Referring to the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises, as last amended by PER-06/MBU/04/2021, and the Financial Services Authority Regulations No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee.

In compliance with the Regulations of the Minister of State-Owned Enterprises:

1. Members of the Nomination and Remuneration Committee, or other entities with the same function, may originate from members of the Board of Commissioners/Supervisory Board or external to the Company.
2. The Chairman of the Nomination and Remuneration Committee, or other entities 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 can act independently.

According to the regulations set forth by the Financial Services Authority (OJK):

1. The Nomination and Remuneration Committee must comprise a minimum of three members, and must adhere to the following guidelines:
  - a. The committee must include a chairman, who also serves as a member, and must be an Independent Commissioner.
  - b. The remaining members can be drawn from various sources, including:
    - i) Members of the Board of Commissioners;
    - ii) Individuals who are not affiliated with the concerned Issuer or Public Company.
    - iii) Individuals who hold managerial positions under the Board of Directors in the field of human resources.



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

Keanggotaan dan komposisi Komite Nominasi dan Remunerasi mengacu pada Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi, yang memuat bahwa Komite Nominasi 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.

Di tahun 2022, terdapat perubahan komposisi Komite Nominasi dan Remunerasi sebagaimana diuraikan dalam kronologis perubahan komposisi Komite Nominasi dan Remunerasi di tahun 2022.

## Composition

The membership and composition of the Nomination and Remuneration Committee are governed by Financial Services Authority Regulation No. 34/POJK.04/2014, which mandates that the committee must consist of at least three members. The tenure of the Nomination and Remuneration Committee corresponds to the duration of each member's term on the Board of Commissioners. In 2022, changes were made to the committee's composition, as outlined in the chronology of changes to the Nomination and Remuneration Committee's membership during that year.

### Kronologis Susunan Komite Nominasi dan Remunerasi di Sepanjang Tahun 2022 Chronology of the Composition of the Nomination and Remuneration Committee in 2022

| Periode 01 Januari – 27 Januari 2022<br>Period of January 01, – January 27, 2022 | Periode 27 Januari – 31 Desember 2022<br>Period of January 27 – December 31, 2022 | Keterangan<br>Description                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Endang Tirtana<br>(Ketua Komite)<br>(Committee Chairman)                         |                                                                                   | Terhitung mulai tanggal 27 Januari 2022, Endang Tirtana tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi.<br>As of January 27, 2022, Endang Tirtana will no longer serves as the Chairman of Nomination and Remuneration Committee. |
|                                                                                  | Chowadja Sanova<br>(Ketua Komite)<br>(Committee Chairman)                         | Terhitung mulai tanggal 27 Januari 2022, Chowadja Sanova menjabat sebagai Ketua Komite Nominasi dan Remunerasi.<br>As of January 27, 2022, Chowadja Sanova no longer serves as the Chairman of the Nomination and Remuneration Committee.           |
| Oke Nurwan<br>(Sekretaris)<br>(Secretary)                                        | Oke Nurwan<br>(Sekretaris)<br>(Secretary)                                         | -                                                                                                                                                                                                                                                   |
| Franciscus M.A. Sibarani<br>(Anggota Komite)<br>(Committee Member)               | Franciscus M.A. Sibarani<br>(Anggota Komite)<br>(Committee Member)                | -                                                                                                                                                                                                                                                   |
| Darusman Mawardi<br>(Anggota Komite)<br>(Committee Member)                       | Darusman Mawardi<br>(Anggota Komite)<br>(Committee Member)                        | -                                                                                                                                                                                                                                                   |



Per 31 Desember 2022, Komite Nominasi dan Remunerasi terdiri dari 1 (satu) orang ketua dan 3 (tiga) orang anggota. Berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan No. SK-01/DK-SB/I/2022 tanggal 27 Januari 2022 tentang Pemberhentian dan Pengangkatan Ketua Komite Nominasi dan Remunerasi, susunan Komite Nominasi dan Remunerasi per 31 Desember 2022 adalah sebagai berikut:

As of December 31, 2022, the Nomination and Remuneration Committee was comprised of one chairman and three members. According to Decree No. SK-01/DK-SB/I/2022 issued by the Company's Board of Commissioners on January 27, 2022, pertaining to the dismissal and appointment of the Nomination and Remuneration Committee Chairman, the composition of the Nomination and Remuneration Committee as of December 31, 2022 is as follows:

**Susunan Komite Nominasi dan Remunerasi per 31 Desember 2022**  
Composition of the Nomination and Remuneration Committee as of December 31, 2022

| Nama<br>Name                | Jabatan<br>Position                                                           | Dasar Pengangkatan<br>Basis of Appointment                                                                        | Masa Jabatan<br>Term of Office                               |
|-----------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Chowadja Sanova             | Ketua Komite<br>Committee<br>Chairman                                         | Keputusan Dewan Komisaris No. SK-01/DK-SB/I/2022<br>Decree of the Board of Commissioners No. SK-01/DK-SB/I/2022   | 27 Januari 2022 - sekarang<br>January 27, 2022 - present     |
| Oke Nurwan                  | Sekretaris<br>(merangkap<br>Anggota)<br>Secretary<br>(concurrently<br>Member) | Keputusan Dewan Komisaris No. SK-09/DK-SB/IX/2020<br>Decree of the Board of Commissioners No. SK-09/DK-SB/IX/2020 | 10 September 2020 - sekarang<br>September 10, 2020 - present |
| Franciscus M.A.<br>Sibarani | Anggota<br>Member                                                             | Keputusan Dewan Komisaris No. SK-09/DK-SB/IX/2020<br>Decree of the Board of Commissioners No. SK-09/DK-SB/IX/2020 | 10 September 2020 - sekarang<br>September 10, 2020 - present |
| Darusman Mawardi            | Anggota<br>Member                                                             | Keputusan Dewan Komisaris No. SK-09/DK-SB/IX/2020<br>Decree of the Board of Commissioners No. SK-09/DK-SB/IX/2020 | 10 September 2020 - sekarang<br>September 10, 2020 - present |

### Profil Ketua dan Anggota Komite Nominasi dan Remunerasi

Ketua serta anggota Komite Nominasi dan Remunerasi seluruhnya berasal dari Dewan Komisaris. Profil lengkap disajikan pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan di Laporan Tahunan ini.

### Profile of Chairman and Members of the Nomination and Remuneration Committee

The Chairman and Members of the Nomination and Remuneration Committee are all selected from the Board of Commissioners. Detailed profiles of each member can be found in the "Profile of the Board of Commissioners" section, which is located in the "Company Profile" chapter of this annual report.

### Piagam (Charter) Komite Nominasi dan Remunerasi

Pelaksanaan tugas dan tanggung jawab Komite Nominasi dan Remunerasi mengacu pada Keputusan Dewan Komisaris No. SK-09/DK-SB/IX/2020 tanggal 10 September 2020 yang telah dimutakhirkan dan disetujui dengan Keputusan Dewan Komisaris No. SK-03/DK-SB/II/2022 tanggal 28 Januari 2022.

### Charter of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee's duties and responsibilities are carried out in accordance with the Board of Commissioners' Decree No. SK-09/DK-SB/IX/2020, dated September 10, 2020, which has been subsequently updated and ratified by the Board of Commissioners' Decree No. SK-03/DK-SB/II/2022, dated January 28, 2022.

### Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Berdasarkan Surat Keputusan Dewan Komisaris Perusahaan No. SK-03/DK-SB/II/2022, Komite Nominasi & Remunerasi Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

### Duties and Responsibilities Nomination and Remuneration Committee

According to the Decree of the Company's Board of Commissioners No. SK-03/DK-SB/II/2022, the Nomination & Remuneration Committee of the Company has been assigned the following duties and responsibilities:

1. Terkait dengan kebijakan Nominasi:
  - a. Mereviu secara berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) Perusahaan;
  - b. Memonitor dan mengevaluasi pelaksanaan Sistem Pengelolaan Talenta (*Talent Management System*);

1. Regarding the Nomination Policy:
  - a. To periodically review the Company's Talent Management System;
  - b. To monitor and evaluate the implementation of the Talent Management System;



- c. Mengevaluasi sistem dan prosedur pengklasifikasian talenta (*talent classification*) yang dilaksanakan Direksi;
  - d. Memvalidasi dan kalibrasi atas talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*selected talent*);
  - e. Menyusun daftar talenta yang akan dinominasikan Dewan Komisaris kepada RUPS/Menteri (*Nominated Talent*);
  - f. Memberikan rekomendasi mengenai calon anggota Dewan Komisaris Anak Perusahaan dan/atau Direksi Anak Perusahaan kepada Dewan Komisaris;
2. Terkait dengan Kebijakan Remunerasi:
    - a. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Direksi;
    - b. Mengevaluasi dan memberikan rekomendasi terhadap Kebijakan Remunerasi pegawai perusahaan;
    - c. Melaksanakan tugas lainnya sesuai aturan dan ketentuan yang berlaku.
  3. Mengevaluasi dan memberikan rekomendasi atas usulan *Key Performance Indicators* (KPI) Individu anggota Direksi dan Anggota Dewan Komisaris.
  4. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
  5. Mengevaluasi dan memberikan rekomendasi atas usulan struktur organisasi perusahaan dari Direksi.
  6. Dalam menjalankan tugas dan tanggungjawabnya Komite Nominasi dan Remunerasi dapat dibantu oleh tenaga profesional yang akan ditetapkan secara tersendiri dalam Keputusan Dewan Komisaris.
  7. Dalam melaksanakan tugasnya Anggota Komite Nominasi dan Remunerasi wajib menjaga kerahasiaan perusahaan.
- c. To evaluate the talent classification system and procedure carried out by the Board of Directors;
  - d. To validate and calibrate the talent proposed by the Board of Directors to the Board of Commissioners (selected talent);
  - e. To prepare a list of talents to be nominated by the Board of Commissioners to the GMS/Minister (Nominated Talent);
  - f. To provide recommendations regarding prospective members of the Board of Commissioners of Subsidiaries and/or Directors of Subsidiaries to the Board of Commissioners.
2. Regarding the Remuneration Policy:
    - a. To provide recommendations to the Board of Commissioners on remuneration policies for the Board of Directors;
    - b. To evaluate and provide recommendations on the Company's employee Remuneration Policy;
    - c. To carry out other tasks in accordance with applicable rules and regulations.
  3. To evaluate and provide recommendations on Key Performance Indicators (KPI) proposals for individual members of the Board of Directors and members of the Board of Commissioners.
  4. To prepare proposals for development programs for members of the Board of Directors and/or members of the Board of Commissioners.
  5. To evaluate and provide recommendations on the proposed company organizational structure from the Board of Directors.
  6. In performing its duties and responsibilities, the Nomination and Remuneration Committee may be assisted by professional staff, which will be determined separately in a Board of Commissioners Decree.
  7. While carrying out their duties, members of the Nomination and Remuneration Committee must maintain confidentiality regarding company matters.

### Kewajiban Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi memiliki kewajiban untuk melaksanakan kegiatan sebagai berikut:

1. Kegiatan Reviu Sistem Pengelolaan Talenta (*Talent Management System*).
2. Kegiatan Evaluasi Sistem dan Prosedur Pengklasifikasian Talenta (*Talent Classification*).
3. Kegiatan Nominasi *Top Talent* BUMN (BOD & BOD-1) Perusahaan.
4. Kegiatan Reviu dan Evaluasi Usulan *Key Performance Indicator* (KPI) Individu Direksi dan Dewan Komisaris.
5. Kegiatan Penyiapan Program Pengembangan Direksi dan Dewan Komisaris.
6. Kegiatan Penentuan Remunerasi Perusahaan.
7. Kegiatan Evaluasi Usulan Struktur Organisasi Perusahaan.

### Obligations of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is obligated to perform the following activities:

1. Review the Talent Management System.
2. Evaluate the implementation of the Talent Management System and talent classification procedures.
3. Nominate top talents for the Board of Directors and Board of Directors-1 for corporate BUMN.
4. Evaluate and review proposed Key Performance Indicators (KPI) for individual Directors and Board of Commissioners.
5. Prepare development programs for the Board of Directors and Board of Commissioners.
6. Determine corporate remuneration policies.
7. Evaluate proposed company organizational structures. Structure Activities.





## Independensi

Keanggotaan Komite Nominasi & Remunerasi bersifat Independen. Adapun seluruh anggota tidak memiliki hubungan afiliasi dengan Manajemen Perusahaan termasuk menjabat salah satu jabatan dalam struktur organisasi Perusahaan maupun Anak Perusahaan.

## Independency

Membership of the Nomination & Remuneration Committee is Independent. Meanwhile, all members have no affiliation with the Company's Management, including holding positions in the organizational structure of the Company and its Subsidiaries.

| Kriteria Independensi<br>Independency Criteria                                                                                                                                                                                                                                                                                                                                                                                 | Endang<br>Tirtana* | Chowadja<br>Sanova** | Oke<br>Nurwan | Franciscus<br>M.A.<br>Sibarani | Darusman<br>Mawardi |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------|---------------|--------------------------------|---------------------|
| Tidak berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi SDM.<br>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.<br>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.<br>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 mengambil keuntungan pribadi baik secara langsung maupun tidak langsung dari kegiatan Perusahaan selain penghasilan yang sah.<br>Does not take personal advantage either directly or indirectly from the Company's activities other than legitimate income.                                                                                                                                                              | √                  | √                    | √             | √                              | √                   |
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.<br>No business relations, either directly or indirectly, which are related to the Company's business activities.                                                                                                                                                                                           | √                  | √                    | √             | √                              | √                   |

\*) Berakhir masa jabatan pada 27 Januari 2022

\*\*) Efektif mulai menjabat pada 27 Januari 2022

\*) Ended term of office on January 27, 2022

\*\*) Effectively serving on January 27, 2022

## Pelaksanaan Rapat Komite Nominasi dan Remunerasi

Penyelenggaraan rapat Komite Nominasi dan Remunerasi telah tertuang dalam Piagam Komite Nominasi dan Remunerasi, di mana rapat tersebut dilaksanakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan atau sesuai permintaan Dewan Komisaris.

Di tahun 2022, Komite Nominasi dan Remunerasi telah melakukan rapat sebanyak 5 (lima) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

## Implementation of Nomination and Remuneration Committee Meetings

The Nomination and Remuneration Committee meetings are conducted in accordance with the Nomination and Remuneration Committee Charter. The meetings are held periodically at least once every four months or as requested by the Board of Commissioners.

In 2022, the Nomination and Remuneration Committee conducted five meetings with the following agendas and attendance frequencies:

### Daftar Rapat Komite Nominasi dan Remunerasi List of Nomination and Remuneration Committee Meetings

| No. | Tanggal<br>Date                     | Tempat/Media<br>Venue/Media                                                                                                                                                                 | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                  |
|-----|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 26 Januari 2022<br>January 26, 2022 | Ruang Rapat<br>Grha Maksimedia<br>Jl. Padang No.17, RT.5/RW.8, Setiabudi,<br>Jakarta Selatan<br>Meeting room<br>Grha Maksimedia<br>Jl. Padang No.17, RT.5/RW.8, Setiabudi,<br>South Jakarta | 1. Pembahasan <i>Updating Talent Pool</i> PT Semen Baturaja (Persero), Tbk.<br>2. Pembahasan Penyusunan Piagam Komite PT Semen Baturaja (Persero) Tbk.<br>1. Discussion on the <i>Updating Talent Pool</i> of PT Semen Baturaja (Persero) Tbk.<br>2. Discussion on the preparation of the Committee Charter of PT Semen Baturaja (Persero) Tbk. |



### Daftar Rapat Komite Nominasi dan Remunerasi

#### List of Nomination and Remuneration Committee Meetings

| No. | Tanggal<br>Date                       | Tempat/Media<br>Venue/Media       | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                              |
|-----|---------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2   | 25 Februari 2022<br>February 25, 2022 | Via Aplikasi Zoom<br>Zoom Meeting | 1. Pembahasan atas Usulan Perubahan Struktur Organisasi.<br>2. Pembahasan Kontrak Manajemen Tahun 2022.<br>1. Discussion on Proposed Changes in Organizational Structure.<br>2. Discussion of the 2022 Management Contract. |
| 3   | 09 Mei 2022<br>May 09, 2022           | Via Aplikasi Zoom<br>Zoom Meeting | Pembahasan Usulan Perubahan Pengurus Anak Perusahaan PT Baturaja Multi Usaha (BMU).<br>Discussion of Proposed Changes to Management of PT Baturaja Multi Usaha (BMU) Subsidiary.                                            |
| 4   | 07 November 2022<br>November 07, 2022 | Via Aplikasi Zoom<br>Zoom Meeting | Pembahasan Usulan Perubahan Pengurus PT Baturaja Multi Usaha (BMU).<br>Discussion of Proposed Management Changes PT Baturaja Multi Usaha (BMU).                                                                             |
| 5   | 26 Desember 2022<br>December 26, 2022 | Via Aplikasi Zoom<br>Zoom Meeting | Konsultasi Perencanaan Anggaran Tantiem atas Kinerja Tahun 2022 pada RKAP Tahun 2023.<br>Tantiem Budget Planning Consultation for 2022 Performance in the 2023 RKAP.                                                        |

### Frekuensi dan Tingkat Kehadiran

#### Frequency and Attendance

| Nama<br>Name             | Jumlah Wajib Rapat<br>Total Mandatory Meetings | Jumlah Kehadiran<br>Total Attendance | Tingkat Kehadiran<br>Attendance Level (%) |
|--------------------------|------------------------------------------------|--------------------------------------|-------------------------------------------|
| Endang Tirtana*          | 0                                              | 0                                    | 0,00                                      |
| Chowadja Sanova**        | 5                                              | 5                                    | 100,00                                    |
| Oke Nurwan               | 5                                              | 4                                    | 80,00                                     |
| Franciscus M.A. Sibarani | 5                                              | 5                                    | 100,00                                    |
| Darusman Mawardi         | 5                                              | 5                                    | 100,00                                    |

\*) Berakhir masa jabatan pada 27 Januari 2022

\*\*) Efektif mulai menjabat pada 27 Januari 2022

\*) Ended term of office on January 27, 2022

\*\*) Effectively serving on January 27, 2022

### Program Orientasi Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi seluruhnya merupakan Dewan Komisaris, maka program orientasi atau pengenalan tidak dilakukan mengingat pada tahun 2022 tidak terdapat perubahan pada Dewan Komisaris.

### Nomination and Remuneration Committee Orientation Program

As all members of the Nomination and Remuneration Committee are also members of the Board of Commissioners, there is no orientation or induction program conducted for them. This is because there are no changes to the Board of Commissioners in 2022.

### Pendidikan & Pelatihan Tahun Buku

Sebagai upaya peningkatan kompetensi Komite Nominasi dan Remunerasi, Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Rincian realisasi pengembangan kompetensi Komite Nominasi dan Remunerasi disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

### Education and Training in Fiscal Year

To enhance the competence of the Nomination and Remuneration Committee, the Company provides various competency development programs that are tailored to the Company's business development. These programs may include training, seminars, or workshops. The details of the Nomination and Remuneration Committee's competency development programs are presented in the "Company Profile" chapter of this annual report.



## Kebijakan Remunerasi Komite Nominasi dan Remunerasi

Mengingat bahwa seluruh anggota Komite Nominasi dan Remunerasi berasal dari Dewan Komisaris Perusahaan, maka sesuai Pasal 24 Ayat 2 POJK 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik yang mengatur bahwa Anggota Dewan Komisaris yang menjadi Ketua atau anggota Komite Nominasi dan Remunerasi tidak diberikan penghasilan tambahan selain penghasilan sebagai anggota Dewan Komisaris, maka rincian remunerasi yang diterima oleh seluruh anggota Komite Nominasi dan Remunerasi tersebut telah disampaikan pada Laporan Tahunan ini pada Bab Tata Kelola, Sub Bab Remunerasi Dewan Komisaris dan Direksi.

## Laporan Pelaksanaan Kegiatan di Tahun 2022

Di tahun 2022, Komite Nominasi dan Remunerasi telah melaksanakan fungsinya sesuai dengan lingkup tugas dan tanggung jawabnya, sebagai berikut:

1. Melakukan Penyusunan Piagam Komite Nominasi dan Remunerasi PT Semen Baturaja Tbk yang merupakan pedoman bagi Komite Nominasi dan Remunerasi untuk melaksanakan tugas, fungsi, tanggung jawab serta tata kelola Komite Nominasi dan Remunerasi, sesuai tugasnya dalam membantu tugas pengawasan Dewan Komisaris. Pedoman ini bersifat mengikat bagi setiap anggota Komite Nominasi dan Remunerasi;
2. Melaksanakan Kegiatan Nominasi Top Talent BUMN (BOD & BOD-1) Perusahaan, yaitu dengan melakukan validasi atas *selected Talent* yang disampaikan oleh Direksi dan juga melakukan evaluasi Direksi yang sedang menjabat;
3. Melakukan pembahasan dan evaluasi terhadap usulan perubahan struktur organisasi Perusahaan dari Direksi, serta memberikan rekomendasi kepada Dewan Komisaris atas usulan tersebut;
4. Memberikan rekomendasi atas usulan nama-nama calon pengurus Anak Perusahaan PT Baturaja Multi Usaha (calon anggota Dewan Komisaris dan Direktur) yang diajukan oleh Direksi;
5. Menyusun dan melakukan konsultasi Perencanaan Anggaran Tantiem atas Kinerja Tahun 2022 pada RKAP Tahun 2023.

## Kebijakan Suksesi Direksi

Perusahaan 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 “Suksesi Direksi” diuraikan pada bagian “Nominasi Dewan Komisaris dan Direksi” dalam bab ini.

## Nomination and Remuneration Committee Remuneration Policy

Since all members of the Nomination and Remuneration Committee are part of the Company's Board of Commissioners, they are subject to Article 24 Paragraph 2 of POJK 34/POJK.04/2014, which states that a Board of Commissioners member who becomes the Chair or member of the Nomination and Remuneration Committee is not entitled to additional income other than their regular income as a Board member. Therefore, the details of remuneration received by all members of the Nomination and Remuneration Committee are included in the Governance Chapter of this Annual Report, under the sub-chapter Remuneration for the Board of Commissioners and Directors

## Report on the Implementation of Activities in 2022

In 2022, the Nomination and Remuneration Committee fulfilled its obligations in accordance with its scope of duties and responsibilities, as follows:

1. Developed the Nomination and Remuneration Committee Charter of PT Semen Baturaja Tbk, which serves as a guideline for the Committee in carrying out its duties, functions, responsibilities, and governance in accordance with its role in assisting the Board of Commissioners in their supervisory duties. These guidelines are binding for every member of the Committee;
2. Conducted Corporate SOE Top Talent Nomination Activities (BOD & BOD-1) by validating the selected talents submitted by the Directors and evaluating the performance of the current Directors;
3. Held discussions and evaluated the proposals for changes to the Company's organizational structure from the Board of Directors, providing recommendations to the Board of Commissioners on these proposals;
4. Provided recommendations on the proposed names of prospective management of Subsidiary PT Baturaja Multi Usaha (candidates for members of the Board of Commissioners and Directors) submitted by the Board of Directors;
5. Prepared and consulted on the Tantiem Budget Planning for the 2022 Performance in the 2023 RKAP.

## Policy of the Board of Directors

The Company has put in place a succession policy for the Board of Directors as part of its efforts to prepare for future leadership regeneration. This is in line with the Minister of SOE Regulation No. PER-11/MBU/07/2021, which outlines the requirements and procedures for the appointment and dismissal of Directors of State-Owned Enterprises.

Further details on the discussion regarding the “Succession of the Board of Directors” are provided in the “Nominations of the Board of Commissioners and Directors” section of this chapter



## KOMITE MANAJEMEN RISIKO

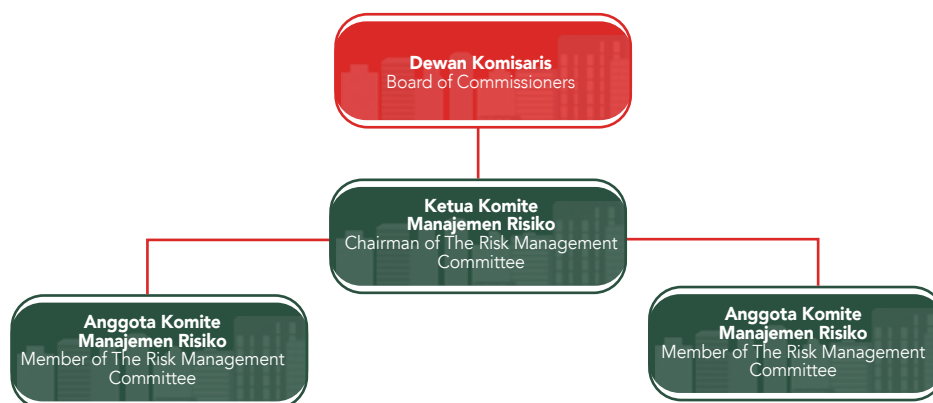
Pembentukan Komite Manajemen Risiko bertujuan untuk membantu pelaksanaan fungsi pengawasan Dewan Komisaris dan sebagai pemenuhan ketentuan hukum dan perundang-undangan di Indonesia untuk Perusahaan Terbuka dan Badan Usaha Milik Negara (BUMN) serta sebagai bentuk komitmen Perusahaan dalam menerapkan *Good Corporate Governance* secara konsisten.

### Dasar Hukum

Pembentukan Komite Manajemen Risiko mengacu pada 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 yang ditetapkan di Jakarta pada tanggal 01 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.
4. Ketentuan lebih lanjut mengenai Sekretariat, Komite Audit dan Komite Lainnya sebagaimana dimaksud pada ayat (1), diatur dalam Peraturan Menteri tersendiri.

### Struktur Komite Manajemen Risiko



## RISK MANAGEMENT COMMITTEE

The Risk Management Committee has been established with the aim of assisting the Board of Commissioners in carrying out its supervisory function, as well as fulfilling legal and regulatory requirements in Indonesia for Public Companies and State-Owned Enterprises (SOEs). It also reflects the Company's commitment to consistently implementing Good Corporate Governance.

### Legal Basis

The establishment of the Risk Management Committee is based on the Regulation of the State Minister for State-Owned Enterprises No. PER-01/MBU/2011, which concerns the implementation of Good Corporate Governance in State-Owned Enterprises. This regulation was stipulated in Jakarta on August 01, 2011, and is detailed in Article 18, paragraphs:

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 include but are 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 should be members of the Board of Commissioners/Supervisory Board.
4. Further provisions regarding the Secretariat, Audit Committee and Other Committees as referred to in paragraph (1), are regulated in a separate Ministerial Regulation.

### Structure of the Risk Management Committee



## Komposisi dan Masa Jabatan

Piagam Komite Manajemen Risiko mengatur keanggotaan dan komposisi Komite Manajemen Risiko paling kurang terdiri dari 3 (tiga) orang yang terdiri dari ketua komite yang merupakan Anggota Dewan Komisaris dan anggota komite lainnya yang berasal dari Dewan Komisaris lainnya atau pihak yang berasal dari luar Perusahaan. Sekurang-kurangnya, salah satu anggota komite harus memiliki latar belakang dan kompetensi dalam pendidikan atau memiliki keahlian dalam bidang manajemen risiko dan atau bidang keuangan.

Di tahun 2022, terdapat perubahan komposisi Komite Manajemen Risiko sebagaimana diuraikan dalam kronologis perubahan komposisi Komite Manajemen Risiko di tahun 2022.

## Composition and Term of Office

The Charter of the Risk Management Committee mandates that the committee must comprise a minimum of three individuals, including the committee's chairman, who must be a member of the Board of Commissioners. The remaining members may be drawn from other members of the Board of Commissioners or external parties. At least one member of the committee must have an educational background or possess expertise in finance and/or risk management.

During the year 2022, the composition of the Risk Management Committee was modified, as outlined in the chronology of changes to the committee's composition.

### Kronologis Susunan Komite Manajemen Risiko di Sepanjang Tahun 2022

Chronology of the Composition of the Risk Management Committee in 2022

| Periode 01 Januari –<br>27 Januari 2022<br>Period January 01 –<br>January 27, 2022 | Periode 27 Januari –<br>28 Februari 2022<br>Period January 27 –<br>February 28, 2022 | Periode 28<br>Februari – 31<br>Desember 2022<br>Period February<br>28 – December 31,<br>2022 | Keterangan<br>Description                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chowadja Sanova<br>(Ketua Komite)<br>(Committee Chairman)                          | Chowadja Sanova<br>(Anggota Komite)<br>(Committee Chairman)                          | Chowadja Sanova<br>(Anggota Komite)<br>(Committee Chairman)                                  | Terhitung mulai tanggal 27 Januari 2022, Endang Tirtana tidak lagi menjabat sebagai Ketua Komite Manajemen Risiko.<br>As of January 27, 2022, Endang Tirtana has no longer serves as Chairman of the Risk Management Committee.                              |
|                                                                                    | Oke Nurwan<br>(Ketua Komite)<br>(Committee Chairman)                                 | Oke Nurwan<br>(Ketua Komite)<br>(Committee Chairman)                                         | Terhitung mulai tanggal 27 Januari 2022, Oke Nurwan menjabat sebagai Ketua Komite Manajemen Risiko.<br>As of January 27, 2022, Oke Nurwan has served as Chairman of the Risk Management Committee.                                                           |
| Kokok Herdhianto<br>Dirgantoro<br>(Anggota Komite)<br>(Committee Member)           | Kokok Herdhianto<br>Dirgantoro<br>(Anggota Komite)<br>(Committee Member)             |                                                                                              | Terhitung mulai tanggal 28 Februari 2022, Kokok Herdhianto Dirgantoro tidak lagi menjabat sebagai Anggota Komite Manajemen Risiko.<br>As of February 28, 2022, Kokok Herdhianto Dirgantoro has no longer serve as a Member of the Risk Management Committee. |
| Fahmi Anhar Nurdianto<br>(Anggota Komite)<br>(Committee Member)                    | Fahmi Anhar Nurdianto<br>(Anggota Komite)<br>(Committee Member)                      | Fahmi Anhar Nurdianto<br>(Anggota Komite)<br>(Committee Member)                              | -                                                                                                                                                                                                                                                            |
|                                                                                    |                                                                                      | Fransisca Niken Handini<br>(Anggota Komite)<br>(Committee Member)                            | Terhitung mulai tanggal 28 Februari 2022, Fransisca Niken Handini menjabat sebagai Anggota Komite Manajemen Risiko.<br>As of February 28, 2022, Fransisca Niken Handini has served as a Member of the Risk Management Committee.                             |

Per 31 Desember 2022, Komite Manajemen Risiko terdiri dari 1 (satu) orang ketua dan 3 (tiga) orang anggota. Berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan No. SK-02/DK-SB/I/2022 tanggal 27 Januari 2022 tentang Pemberhentian dan Pengangkatan Ketua Komite Manajemen Risiko, susunan Komite Manajemen Risiko per 31 Desember 2022 adalah sebagai berikut:

As of December 31, 2022, the Risk Management Committee comprised of one chairman and three members. The composition of the committee was established based on the Company's Board of Commissioners' Decree No. SK-02/DK-SB/I/2022, dated January 27, 2022, which detailed the dismissal and appointment of the Risk Management Committee Chairman.





**Susunan Komite Manajemen Risiko per 31 Desember 2022**  
Composition of the Risk Management Committee as of December 31, 2022

| Nama<br>Name              | Jabatan<br>Position                   | Keterangan<br>Description                                                                                                                                                          | Dasar Pengangkatan<br>Basis of Appointment                                                                          | Masa Jabatan<br>Term of Office                                   |
|---------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Oke Nurwan                | Ketua Komite<br>Committee<br>Chairman | Komisaris Perusahaan<br>Company Commissioner                                                                                                                                       | Keputusan Dewan Komisaris No. SK-02/DK-SB/I/2022<br>Decision of the Board of Commissioners No. SK-02/DK-SB/I/2022   | 27 Januari 2022 -<br>sekarang<br>January 27, 2022 -<br>present   |
| Chowadja Sanova           | Anggota<br>Member                     | Komisaris Independen Perusahaan<br>Company Independent<br>Commissioner                                                                                                             | Keputusan Dewan Komisaris No. SK-02/DK-SB/I/2022<br>Decision of the Board of Commissioners No. SK-02/DK-SB/I/2022   | 27 Januari 2022 -<br>sekarang<br>January 27, 2022 -<br>present   |
| Fahmi Anhar<br>Nurdiyanto | Anggota<br>Member                     | Pihak Independen, yang memiliki keahlian di bidang Administrasi Negara & Media Massa<br>Independent Party, with the expertise in the fields of State Administration and Mass Media | Keputusan Dewan Komisaris No. SK-02/DK-SB/I/2021<br>Decision of the Board of Commissioners No. SK-02/DK-SB/I/2021   | 1 Februari 2021 -<br>sekarang<br>February 1, 2021 -<br>present   |
| Fransisca Niken Handini   | Anggota<br>Member                     | Pihak Independen, yang memiliki keahlian di bidang Hukum<br>Independent Party, with the expertise in the fields of Law                                                             | Keputusan Dewan Komisaris No. SK-06/DK-SB/II/2022<br>Decision of the Board of Commissioners No. SK-02/DK-SB/II/2022 | 28 Februari 2022 -<br>sekarang<br>February 28, 2022 -<br>present |

**Profil Komite Manajemen Risiko**  
Profile Of Risk Management Committee

|  |                                                                                                                                                                                                                                                                                                                                                                                                |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Oke Nurwan</b><br/><b>Ketua Komite Manajemen Risiko (Komisaris)</b><br/>Chairman of the Risk Management Committee<br/>(Commissioner)</p> <p>Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".<br/>The complete profile can be found in the "Board of Commissioners Profile" section of the "Company Profile" chapter.</p>                             |
|  | <p><b>Chowadja Sanova</b><br/><b>Anggota Komite Manajemen Risiko (Komisaris Independen)</b><br/>Member of the Risk Management Committee<br/>(Independent Commissioner)</p> <p>Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".<br/>The complete profile can be found in the "Board of Commissioners Profile" section of the "Company Profile" chapter.</p> |





**Fahmi Anhar Nurdyanto**  
**Anggota Komite Manajemen Risiko**  
 Member of the Risk Management Committee

|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Warga Negara</b><br>Nationality                                     | Indonesia<br>Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Domisili</b><br>Domicile                                            | Jawa Tengah<br>Central Java                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Usia</b><br>Age                                                     | 37 tahun pada akhir Tahun Buku 2022<br>37 years as of the end of Fiscal Year 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Tempat, Tanggal Lahir</b><br>Place, Date of Birth                   | Magelang, 20 April 1985<br>Magelang, April 20, 1985                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Pendidikan</b><br>Position Background                       | S1 Administrasi Negara dari Universitas Negeri Sebelas Maret (2007)<br>Bachelor's degree in State Administration of Universitas Negeri Sebelas Maret (2007)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Riwayat Jabatan</b><br>Position Background                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Riwayat Penunjukan</b><br>Background of Appointment                 | Menjabat sebagai Anggota Komite Manajemen Risiko berdasarkan Keputusan Dewan Komisaris Perusahaan No. SK-02/DK-SB/I/2021, tanggal 01 Februari 2021<br>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 February 01, 2021                                                                                                                                                                                                                                                                                                                                 |
| <b>Rangkap Jabatan</b><br>Concurrent Position                          | Tidak memiliki rangkap jabatan<br>No concurrent position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Pengalaman Kerja</b><br>Work Experience                             | <ol style="list-style-type: none"> <li>1. Tenaga Teknis Tim Serap Aspirasi UU Cipta Kerja Kementerian Koordinator Bidang Perekonomian (2020-2021)</li> <li>2. Accounting Bourbon Docking &amp; Sourcing DMCEST Dubai UAE (2017-2020)</li> <li>3. International Contributor PT Media Televisi Tbk (Metro TV) (2018-2020)</li> <li>4. Area Customer Experience Specialist PT Bank Tabungan Pensiunan Nasional Tbk (2013-2017)</li> <li>5. Operations Officer PT Bank Tabungan Pensiunan Nasional Tbk (2008-2013)</li> <li>6. News Anchor PT Televisi Terang Abadi Surakarta (2007-2008)</li> <li>7. Announcer PT Radio PTPN Rasitania (2004-2007)</li> </ol> |
| <b>Hubungan Afiliasi</b><br>Affiliation                                | Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama<br>No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Jumlah Kepemilikan Saham SMBR</b><br>Total Ownership of SMBR Shares | Tidak mempunyai saham SMBR<br>No ownership of SMBR shares                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



**Fransisca Niken Handini**  
**Anggota Komite Manajemen Risiko**  
Member of the Risk Management Committee

|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Warga Negara</b><br>Nationality                                     | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Domisili</b><br>Domicile                                            | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Usia</b><br>Age                                                     | 42 tahun pada akhir Tahun Buku 2022<br>42 years as of the end of Fiscal Year 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Tempat, Tanggal Lahir</b><br>Place, Date of Birth                   | Jakarta, 05 November 1980<br>Jakarta, November 05, 1980                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Pendidikan</b><br>Educational Background                    | Sarjana Hukum, Fakultas Hukum di Universitas Nasional Jakarta (2003)<br>Bachelor of Law, Faculty of Law at the National University of Jakarta (2003)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Riwayat Jabatan</b><br>Position Background                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Riwayat Penunjukan</b><br>Background of Appointment                 | Menjabat sebagai Anggota Komite Manajemen Risiko berdasarkan Keputusan Dewan Komisaris Perusahaan No. SK-06/DK-SB/II/2022, tanggal 28 Februari 2022<br>Serves as a Member of the Risk Management Committee based on the Decision of the Company's Board of Commissioners No. SK-06/DK-SB/II/2022, February 28, 2022                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Rangkap Jabatan</b><br>Concurrent Position                          | Tidak memiliki rangkap jabatan<br>No concurrent position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Pengalaman Kerja</b><br>Work Experience                             | <ol style="list-style-type: none"> <li>1. Staff Sekretaris Dewan Komisaris PT Semen Baturaja (Persero) Tbk (September 2020- Februari 2022)</li> <li>2. Tenaga Teknis Tim Serap Aspirasi UU Cipta Kerja Kementerian Koordinator Bidang Perekonomian (2020-2021)</li> <li>3. Staff Sekretaris Dewan Komisaris PT Taspen (Persero) (2019-2020)</li> <li>4. Staf khusus Menteri Investasi/Kepala BKPM RI (2014-2016)</li> <li>5. Legal Supervisor PT Garudafood Putra Putri Jaya (2009-2014)</li> <li>6. Compliance Officer &amp; Executive Assistant to President Director PT Mahakarya Artha Securities (2005-2009)</li> <li>7. Legal &amp; Executive Assistant to President Director Menteng Hotel Group (2003-2005)</li> </ol> |
| <b>Hubungan Afiliasi</b><br>Affiliation                                | Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama<br>No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Jumlah Kepemilikan Saham SMBR</b><br>Total Ownership of SMBR Shares | Tidak mempunyai saham SMBR<br>No ownership of SMBR shares                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### Piagam (Charter) Komite Manajemen Risiko

Pelaksanaan tugas dan tanggung jawab Komite Manajemen Risiko mengacu pada Piagam Komite Manajemen Risiko yang telah disetujui dan disahkan oleh Dewan Komisaris di tahun 2017.

### Charter of the Committee Risk Management

The Risk Management Committee carries out its duties and responsibilities according to the Charter of the Risk Management Committee, which was approved and ratified by the Board of Commissioners in 2017.



## Tugas dan Tanggung Jawab Komite Manajemen Risiko

Tugas dan tanggung jawab Komite Manajemen Risiko telah diatur dalam Piagam Manajemen Risiko, meliputi:

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.
  - 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 Perusahaan.
7. Secara berkala melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapatkan perhatian Dewan Komisaris.

## Independensi Anggota Komite Manajemen Risiko

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.

## Duties and Responsibilities of the Committee Risk Management

The Risk Management Committee is responsible for carrying out their duties and responsibilities according to the provisions set forth in the Risk Management Charter, which include the following:

1. Properly execute their duties as stated in the Risk Management Committee Charter.
2. Develop an Annual Risk Committee Work Plan at the start of each period, which must be approved by the Board of Commissioners.
3. Review requests from the Board of Directors to the Board of Commissioners for approval of the Company's action plans, which include:
  - a. The Company's Budget Work Plan (RKAP), Company Long Term Plan, and Other Work Plans.
  - 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 GCG and risk management work units' work plan and implementation.
5. Mitigate the primary risks that the Company is exposed to and ensure that management has taken the necessary measures to manage these risks.
6. Evaluate the Company's risk management policies and strategies.
7. Provide periodic reports on monitoring and evaluation results and recommendations on matters requiring the Board of Commissioners' attention.

## Independency of Committee Members Risk Management

The membership of the Risk Management Committee is of an independent nature. All members are not affiliated with the management of the Company, including holding positions within the Company or its subsidiaries.

| Kriteria Independensi<br>Independency Criteria                                                                                                                                                                                                                                                                                                                                                                                      | Oke<br>Nurwan | Chowadja<br>Sanova | Kokok<br>Herdhianto<br>Dirgantoro* | Fahmi<br>Anhar<br>Nurdiyanto | Fransisca<br>Niken<br>Handini** |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------|------------------------------------|------------------------------|---------------------------------|
| Tidak mempunyai hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Utama Perusahaan.<br>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.<br>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. | √             | √                  | √                                  | √                            | √                               |



| Kriteria Independensi<br>Independency Criteria                                                                                                                                                                                                                                                                                                                                         | Oke<br>Nurwan | Chowadja<br>Sanova | Kokok<br>Herdhianto<br>Dirgantoro* | Fahmi<br>Anhar<br>Nurdiyanto | Fransisca<br>Niken<br>Handini** |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------|------------------------------------|------------------------------|---------------------------------|
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.<br>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.<br>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. | √             | √                  | √                                  | √                            | √                               |

\*) Berakhir masa jabatan pada 28 Februari 2022

\*\*) Efektif mulai menjabat pada 28 Februari 2022

\*) Ended term of office on February 28, 2022

\*\*) Effectively serving on February 28, 2022

## Pelaksanaan Rapat Komite Manajemen Risiko

Penyelenggaraan rapat Komite Manajemen Risiko telah tertuang dalam Piagam Komite Manajemen Risiko, di mana rapat tersebut diselenggarakan secara sedikitnya 1 (satu) kali dalam 3 (tiga) bulan. Kendati demikian, rapat dapat juga dilaksanakan sesuai permintaan Dewan Komisaris.

Di tahun 2022, Komite Manajemen Risiko telah melakukan rapat sebanyak 5 (lima) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

## Implementation of Risk Management Committee Meetings

The conduct of Risk Management meetings is stipulated in the Risk Management Committee Charter, which requires meetings to be held at least once every three months. However, meetings may also be convened upon the request of the Board of Commissioners.

In 2022, the Risk Management Committee held five meetings, with the agenda and frequency of attendance as follows:

**Daftar Rapat Komite Manajemen Risiko**  
List of Risk Management Committee Meetings

| No.<br>No. | Tanggal<br>Date                       | Tempat/Media<br>Venue/Media       | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                  |
|------------|---------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | 18 Januari 2022<br>January 18, 2022   | Via Aplikasi Zoom<br>Zoom Meeting | Pembahasan Kinerja Perusahaan Bulan Desember 2021 dan s.d Desember 2021.<br>Discussion on Company Performance for December 2021 and until December 2021.                                                                                                                                                                                                                        |
| 2          | 14 Februari 2022<br>February 14, 2022 | Via Aplikasi Zoom<br>Zoom Meeting | Pembahasan Kinerja Perusahaan Bulan Januari 2022 dan s.d Januari 2022.<br>Discussion of Company Performance for January 2022 and until January 2022.                                                                                                                                                                                                                            |
| 3          | 08 April 2022<br>April 08, 2022       | Via Aplikasi Zoom<br>Zoom Meeting | Koordinasi lanjutan antara Komite Manajemen Risiko, Komite Audit, Tim Manajemen Risiko dan Tim <i>Management Accounting &amp; ICT</i> .<br>Continued coordination between the Risk Management Committee, Audit Committee, Risk Management Team and Management Accounting & ICT Team.                                                                                            |
| 4          | 29 Juli 2022<br>July 29, 2022         | Via Aplikasi Zoom<br>Zoom Meeting | 1. Laporan Evaluasi Manajemen Risiko semester 1 tahun 2022;<br>2. Rencana dan <i>Action Plan</i> Semester II tahun 2022;<br>3. <i>Update</i> Format Laporan Kerangka Kerja Manajemen Risiko.<br>1. Risk Management Evaluation Report for semester 1 of 2022;<br>2. Plans and Action Plans for Semester II of 2022;<br>3. Update on the Risk Management Framework Report Format. |
| 5          | 05 Desember 2022<br>December 05, 2022 | Via Aplikasi Zoom<br>Zoom Meeting | Pembahasan Rancangan RKAP 2023 (lanjutan).<br>Discussion of the 2023 RKAP Draft (continued).                                                                                                                                                                                                                                                                                    |

**Frekuensi dan Tingkat Kehadiran**  
Frequency and Attendance

| Nama<br>Name                 | Jumlah Wajib Rapat<br>Total Mandatory Meetings | Jumlah Kehadiran<br>Total Attendance | Tingkat Kehadiran<br>Attendance Level (%) |
|------------------------------|------------------------------------------------|--------------------------------------|-------------------------------------------|
| Oke Nurwan                   | 4                                              | 4                                    | 100,00                                    |
| Chowadja Sanova              | 5                                              | 5                                    | 100,00                                    |
| Kokok Herdhianto Dirgantoro* | 1                                              | 1                                    | 100,00                                    |





## Frekuensi dan Tingkat Kehadiran

### Frequency and Attendance

| Nama<br>Name              | Jumlah Wajib Rapat<br>Total Mandatory Meetings | Jumlah Kehadiran<br>Total Attendance | Tingkat Kehadiran<br>Attendance Level (%) |
|---------------------------|------------------------------------------------|--------------------------------------|-------------------------------------------|
| Fahmi Anhar Nurdianto     | 5                                              | 5                                    | 100,00                                    |
| Fransisca Niken Handini** | 4                                              | 4                                    | 100,00                                    |

\*) Berakhir masa jabatan pada 28 Februari 2022

\*\*) Efektif mulai menjabat pada 28 Februari 2022

\*) Ended term of office on February 28, 2022

\*\*) Effectively serving on February 28, 2022

## Pendidikan & Pelatihan Tahun Buku

Sebagai upaya peningkatan kompetensi Komite Manajemen Risiko, Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Rincian realisasi pengembangan kompetensi Komite Manajemen Risiko disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

## Education and Training in Fiscal Year

To enhance the competency of the Risk Management Committee, the Company provides diverse developmental programs that are customized to align with the Company's business objectives. These programs can include training, seminars, or workshops. The annual report's "Company Profile" chapter details the implementation of the Risk Management Committee's competency development initiatives.

## Kebijakan Remunerasi Komite Manajemen Risiko

Dasar kebijakan remunerasi Komite Manajemen Risiko terdapat pada Surat keputusan Dewan Komisaris tentang Pemberhentian dan Pengangkatan masing-masing Anggota Komite.

## Policy of Risk Management Committee Remuneration

The Board of Commissioners' Decree, which outlines the appointment and termination of each committee member, serves as the foundation for the Risk Management Committee's remuneration policy.

(dalam Rp) (in IDR)

| Nama dan Jabatan<br>Name and Position                              | Periode Jabatan<br>Jabatan<br>Term of Office                    | Gaji per Bulan<br>Salary per Month | Tunjangan Hari Raya<br>Religious holiday Allowance | Tunjangan per Bulan<br>Allowance per Month | Total Remunerasi 2022<br>Total Remuneration 2022 |
|--------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------|----------------------------------------------------|--------------------------------------------|--------------------------------------------------|
| Kokok Herdhianto Dirgantoro (Anggota Komite)<br>(Committee Member) | 01 Januari – 28 Februari 2022<br>January 01 – February 28, 2022 | 12.500.000                         | -                                                  | -                                          | 25.000.000                                       |
| Fahmi Anhar Nurdianto (Anggota Komite)<br>(Committee Member)       | 01 Januari – 31 Desember 2022<br>January 01 – December 31, 2022 | 20.000.000                         | 20.000.000                                         | -                                          | 260.000.000                                      |
| Fransisca Niken Handini (Anggota Komite)<br>(Committee Member)     | 01 Januari – 31 Desember 2022<br>January 01 – December 31, 2022 | 25.000.000                         | 25.000.000                                         | -                                          | 275.000.000                                      |

## Laporan Pelaksanaan Kegiatan di Tahun 2022

Di tahun 2022, Komite Manajemen Risiko telah melaksanakan fungsinya sesuai dengan lingkup tugas dan tanggung jawabnya, sebagai berikut:

1. Menyusun Rencana Kerja Komite Manajemen Risiko Tahunan (RKKRT) tahun 2022 sebagaimana dokumen Rencana Kerja Komite Manajemen Risiko tahun 2022 tertanggal 14 Februari 2022.
2. Melakukan reuvi atas permohonan persetujuan Direksi Kepada Dewan Komisaris atas rencana aksi korporasi antara lain Rencana Kerja Anggaran Perusahaan (RKAP) melalui rapat pembahasan bersama dengan BOD-1 dan Komite Audit pada hari Senin, 17 Januari 2022.

## Report on the Implementation of Activities in 2022

In 2022, the Risk Management Committee executed its duties and responsibilities in line with its prescribed scope, which includes the following:

1. Drafted the 2022 Annual Risk Management Committee Work Plan (RKKRT) based on the 2022 Risk Management Committee Work Plan document dated February 14, 2022.
2. Reviewed requests for approval from the Board of Directors to the Board of Commissioners on corporate action plans, such as the Corporate Budget Work Plan (RKAP), through a joint discussion meeting with BOD-1 and the Audit Committee on January 17, 2022.



3. Melakukan revidu hasil benchmarking aspek-aspek manajemen risiko di Perusahaan dengan Semen Padang, Semen Indonesia Group, PT Pusri Palembang dan Kementerian Keuangan bersama Unit Kerja Manajemen Risiko pada bulan Juli 2022 sebagai salah satu upaya persiapan integrasi dengan SIG.
  4. Memantau dan melakukan evaluasi atas rencana dan pelaksanaan kerja Unit Kerja Manajemen Risiko, GCG dan Pemasaran melalui rapat bersama dengan BOD-1 dan stakeholder terkait yang dilaksanakan setiap bulannya.
  5. Pembahasan dan revidu atas kinerja bulanan bersama BOC dan rapat internal komite periode triwulan, yang dilaksanakan pada setiap bulannya dan juga triwulan sepanjang tahun 2022.
  6. Analisis mitigasi risiko-risiko utama perusahaan dalam Laporan Profil Risiko Korporat setiap bulannya bersama Departemen Manajemen Risiko dan Risk Owner masing-masing divisi guna memastikan langkah-langkah untuk mengelola risiko tersebut sejalan dengan kebijakan BOD-BOC.
  7. Secara berkala melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapat perhatian Dewan Komisaris, sebagaimana disampaikan dalam Rapat Bulanan bersama dengan BOC.
  8. Monitoring implementasi & kontribusi PaDi Kementerian BUMN bersama team procurement SMBR pada bulan September 2022.
  9. Kunjungan Kerja ke lokasi pabrik semen PT Semen Baturaja Tbk pada tanggal 19 dan 20 Mei 2022 dan Pabrik Panjang Bandar Lampung pada tanggal 20 September 2022.
  10. *Monitoring* tindak lanjut hasil *assessment* GCG tahun 2021 bersama *Dept. Secretarial & Stakeholder Management* setiap bulannya.
  11. *Monitoring* pelaksanaan mekanisme pelaksanaan pelaporan *Whistleblowing System/WBS* setiap bulannya termasuk sosialisasi dan implementasinya.
  12. *Monitoring* laporan anti gratifikasi bersama tim GCG setiap bulannya.
  13. Setiap bulan melakukan pemantauan rencana dan pelaksanaan aneka sertifikasi ISO & non ISO yang difasilitasi oleh unit kerja GCG guna menjaga standar & kompetensi karyawan maupun Perusahaan.
  14. Secara berkala melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapat perhatian Dewan Komisaris terkait aspek GCG.
3. Compared the Company's risk management aspects with those of Semen Padang, Semen Indonesia Group, PT Pusri Palembang, and the Ministry of Finance by reviewing the benchmarking results with the Risk Management Work Unit in July 2022 as part of the preparations for integration with GIS.
  4. Monitored and evaluated the work plans and implementations of the Risk Management, GCG, and Marketing Units through joint meetings with BOD-1 and relevant stakeholders, held every month.
  5. Discussed and reviewed monthly performance with the BOC and held quarterly internal committee meetings throughout 2022.
  6. Analyzed the mitigation of the Company's primary risks in the Corporate Risk Profile Report every month with the Risk Management Department and Risk Owner of each division, to ensure that steps taken to manage these risks align with BOD-BOC policies.
  7. Provided periodic reports on monitoring and evaluation results, along with recommendations on matters that require the attention of the Board of Commissioners, conveyed during the Monthly Meeting with the BOC.
  8. Monitored the implementation and contribution of PaDi by the Ministry of SOEs with the SMBR procurement team in September 2022.
  9. Conducted working visits to PT Semen Baturaja Tbk cement plant location on May 19 and 20, 2022, and the Bandar Lampung Panjang Plant on September 20, 2022.
  10. Monitored the follow-up of the 2021 GCG assessment results with the Dept. Secretarial & Stakeholder Management every month.
  11. Monitored the Whistleblowing System/WBS reporting mechanism's implementation every month, including its socialization and implementation.
  12. Monitored anti-Gratuities reports with the GCG team every month.
  13. Monitored the plans and implementation of various ISO & non-ISO certifications facilitated by the GCG work unit every month to maintain employee and company standards & competencies.
  14. Provided periodic reports on monitoring and evaluation results, along with recommendations on matters that require the Board of Commissioners' attention related to GCG aspects.



# ORGAN PENDUKUNG DIREKSI

## BOARD OF DIRECTORS' SUPPORT ORGANS

### SEKRETARIS PERUSAHAAN

Pengangkatan Sekretaris Perusahaan mengacu pada peraturan perundang-undangan yakni sebagai berikut, di antaranya:

1. Undang-Undang Republik Indonesia No. 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 No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

Tugas dan tanggung jawab Sekretaris Perusahaan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 35/POJK.04/2014, yang memuat bahwa 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.
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.

### Struktur Organisasi Sekretaris Perusahaan

Sekretaris Perusahaan melaksanakan fungsi komunikasi dan bertanggung jawab langsung kepada Direktur Utama. Sekretaris Perusahaan dibantu oleh *Department Legal & Compliance*, *Department Secretarial & Stakeholder Management*, dan *Department Corporate Social Responsibility*.

Sekretaris Perusahaan memiliki tanggung jawab dalam memberikan informasi kepada Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta, serta pelayanan pemberian informasi yang dibutuhkan mengenai data atau *performance* Perusahaan dalam batas-batas

### CORPORATE SECRETARY

The appointment of the Corporate Secretary is governed by several laws and regulations, which are as follows:

1. Article 20 of the Law of the Republic of Indonesia No. 19/2003 concerning State-Owned Enterprises.
2. Article 29 of the Regulation of the Ministry of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.
3. The Financial Services Authority Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies.

The Financial Services Authority Regulation (POJK) No. 35/POJK.04/2014 outlines the duties and responsibilities of the Corporate Secretary, who is responsible for staying up-to-date with developments in the capital market and ensuring compliance with relevant laws and regulations. In addition, the Corporate Secretary is responsible for assisting the Board of Directors and Board of Commissioners in the implementation of corporate governance, which includes:

1. Disclosing information to the public and making it available on the issuer or public company's website.
2. Submitting reports to the Financial Services Authority in a timely manner.
3. Organizing and documenting the General Meeting of Shareholders.
4. Organizing and documenting meetings of the Board of Directors and/or the Board of Commissioners.
5. Implementing company orientation programs for the Board of Directors and/or the Board of Commissioners.
6. Acting as a liaison between the issuer or public company and its shareholders, the Financial Services Authority, and other stakeholders.

### Organizational Structure of the Corporate Secretary

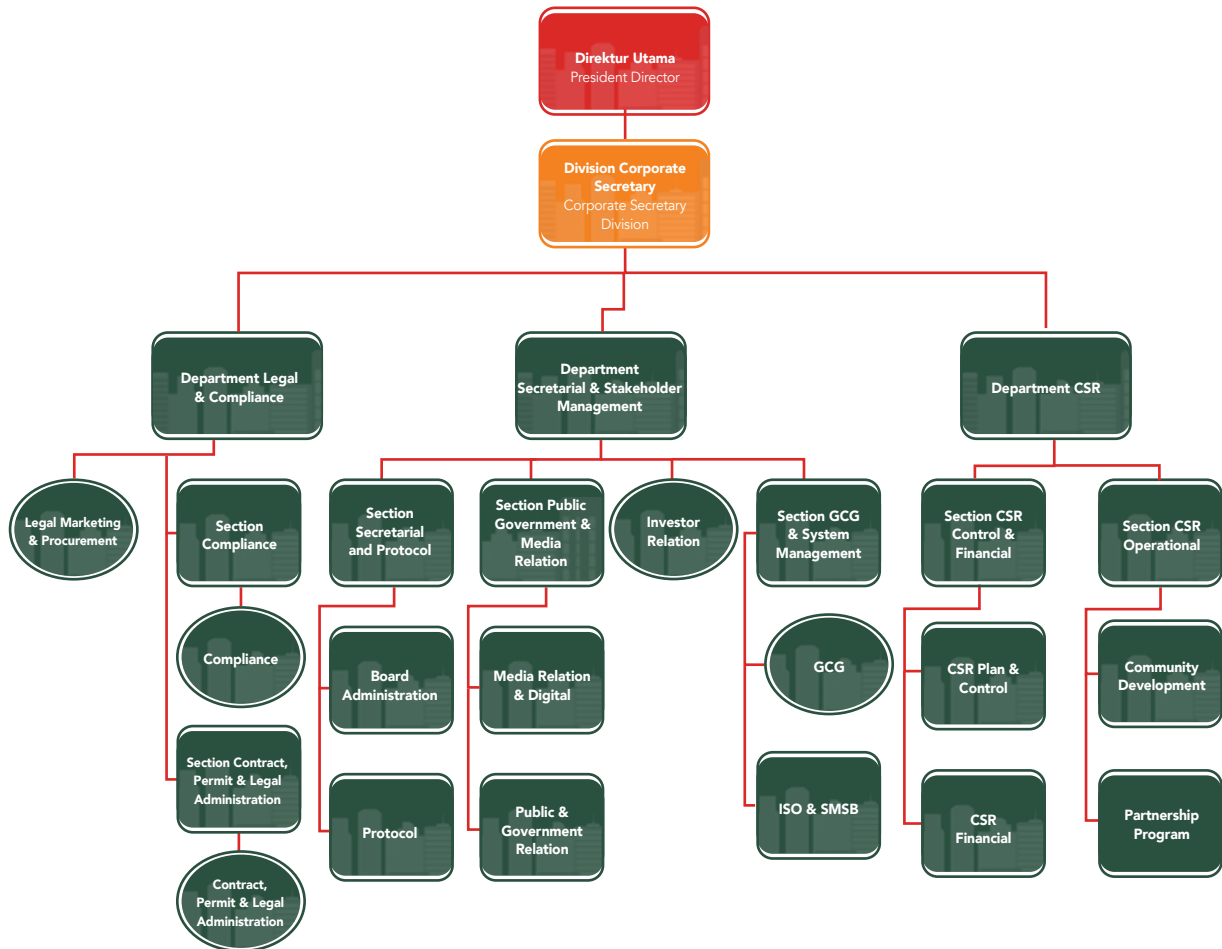
The Corporate Secretary is responsible for fulfilling the communication function and reports directly to the President Director. They are supported by various departments, including Legal & Compliance, Secretarial & Stakeholder Management, and Corporate Social Responsibility.

The Corporate Secretary is responsible for providing periodic updates and any requested information to the Board of Directors and Board of Commissioners, as well as providing data and performance information within the limits set out by the Company's information protocol. Additionally, they must



yang ditetapkan dalam protokol informasi yang ditetapkan Perusahaan dan penyampaian laporan-laporan lainnya kepada *Stakeholders* lainnya sesuai peraturan perundang-undangan disampaikan tepat waktu.

ensure that other reports required by law and regulations are submitted to stakeholders in a timely manner.



Dalam pelaksanaan fungsi dan tugasnya, Sekretaris Perusahaan terbagi dalam 3 Departemen, yaitu:

1. *Department Legal & Compliance*  
Bertanggung jawab dalam mengembangkan dan mengawasi proses kepatuhan hukum perusahaan untuk memastikan tidak adanya pelanggaran hukum dalam proses pencapaian target keseluruhan perusahaan.
2. *Department Secretarial & Stakeholder Management*  
Bertanggung jawab dalam merencanakan, mengorganisir dan mengontrol keseluruhan proses pengelolaan administrasi Perusahaan dan Direksi serta pengelolaan kegiatan keprotokolan Direksi untuk memastikan kelancaran administrasi perusahaan dan kegiatan BOD dalam menunjang seluruh aktivitas perusahaan.
3. *Department Corporate Social Responsibility*  
Bertanggung jawab dalam mengatur strategi, mengintegrasikan serta mengawasi kegiatan 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

In performing its functions and duties, the Corporate Secretary is divided into three departments:

1. *Legal & Compliance Department*  
This department is responsible for developing and overseeing the company's legal compliance process to ensure that the company achieves its overall targets without violating any laws or regulations.
2. *Secretarial & Stakeholder Management Department*  
This department is responsible for planning, organizing, and controlling the entire process of managing the administration of the company and its directors. It also manages the protocol activities of the directors to ensure the smooth administration of the company and the board of directors' activities in supporting all company activities.
3. *Corporate Social Responsibility Department*  
This department is responsible for setting the strategy, integrating, and overseeing corporate social responsibility activities to ensure that the company can contribute to efforts to improve the community's well-being, preserve the environment, and drive the economy forward in an effective and targeted manner.



## Profil Sekretaris Perusahaan

### Corporate Secretary Profile



**Doddy Irawan**  
**Vice President Corporate Secretary**

|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Warga Negara</b><br>Nationality                     | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Domisili</b><br>Domicile                            | Palembang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Usia</b><br>Age                                     | 43 tahun pada akhir Tahun Buku 2022<br>43 years as of the end of Fiscal Year 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Tempat, Tanggal Lahir</b><br>Place, Date of Birth   | Palembang, 30 Mei 1979<br>Palembang, May 30, 1979                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Riwayat Pendidikan</b><br>Educational Background    | Magister (S2) Manajemen Keuangan, Universitas Sriwijaya (2022)<br>Master of Financial Management, Sriwijaya University (2022)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Riwayat Jabatan</b><br>Position Background          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Riwayat Penunjukan</b><br>Background of Appointment | Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk PH.01.04/124A/2020, sejak tanggal 22 Oktober 2020<br>Decision Letter of the Board of Directors of PT Semen Baturaja (Persero) Tbk PH.01.04/124A/2020, since October 22, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Pengalaman Kerja</b><br>Work Experience             | <ol style="list-style-type: none"> <li>1. Vice President Logistic PT Semen Baturaja (Persero) Tbk (2019-2020)</li> <li>2. Vice President Marketing PT Semen Baturaja (Persero) Tbk (2018-2019)</li> <li>3. Pj. Ka. Dept Pemasaran PT Semen Baturaja (Persero) Tbk (2017-2018)</li> <li>4. Waka. Dept. Proyek BTA II Non Teknik merangkap Biro Akuntansi (2015-2017)</li> <li>5. Ka. Biro Akuntansi (2010)</li> <li>6. Staf Ka. Dept. Keuangan. Tk. Ka. Bagian ditugaskan sebagai Pgs. Ka. Biro Akuntansi PT Semen Baturaja (Persero) Tbk (2009)</li> <li>7. Ka. Bagian Akuntansi Umum PT Semen Baturaja (Persero) Tbk (2008)</li> <li>8. Ka. Bagian Keuangan PBR PT Semen Baturaja (Persero) Tbk (2007)</li> <li>9. Asisten Analisa Keuangan Tk. Ka. Seksi PT Semen Baturaja (Persero) Tbk (2006-2007)</li> <li>10. Ka. Seksi Adm Biaya, HP &amp; Penyiapan Laporan PT Semen Baturaja (Persero) Tbk (2005)</li> <li>11. Pj. Ka. Seksi Persediaan &amp; Penjualan PT Semen Baturaja (Persero) Tbk (2005)</li> <li>12. Staf Ka. Bagian Akuntansi Biaya Tk. Seksi ditugaskan pada Seksi Adm. Persediaan &amp; Penjualan PT Semen Baturaja (Persero) Tbk (2004)</li> </ol><br><ol style="list-style-type: none"> <li>1. Vice President of Logistic PT Semen Baturaja (Persero) Tbk (2019-2020)</li> <li>2. Vice President of Marketing PT Semen Baturaja (Persero) Tbk (2018-2019)</li> <li>3. Acting Head of Marketing Department of PT Semen Baturaja (Persero) Tbk (2017-2018)</li> <li>4. Deputy Head of BTA II Project Non-Technical Concurrently the Accounting Bureau (2015-2017)</li> <li>5. Head of Accounting Bureau (2010)</li> <li>6. Staff of Head of Finance Department. Assigned as Supervisory Head of Accounting Bureau of PT Semen Baturaja (Persero) Tbk (2009)</li> <li>7. Head of General Accounting Section of PT Semen Baturaja (Persero) Tbk (2008)</li> <li>8. Head of PBR Finance Division of PT Semen Baturaja (Persero) Tbk (2007)</li> <li>9. Assistant Head of Financial Analysis Section at PT Semen Baturaja (Persero) Tbk (2006-2007)</li> <li>10. Head of Cost Administration, HP &amp; Report Preparation Section of PT Semen Baturaja (Persero) Tbk (2005)</li> <li>11. Acting Head of Supply &amp; Sales Section of PT Semen Baturaja (Persero) Tbk (2005)</li> <li>12. Staff of Head of Cost Accounting Section assigned to Supply &amp; Sales Administration Section of PT Semen Baturaja (Persero) Tbk (2004)</li> </ol> |
| <b>Hubungan Afiliasi</b><br>Affiliation                | Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama<br>No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |





## Tugas dan Tanggung Jawab

Sekretaris Perusahaan memiliki tugas dan tanggung jawab utama yang telah ditetapkan oleh Perusahaan, 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 Perusahaan.
2. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan pengelolaan perjanjian & perizinan untuk memastikan kegiatan operasional Perusahaan dapat memenuhi seluruh aspek legalitas yang berlaku.
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 Perusahaan selalu mengetahui kebijakan pemerintah & perubahan di industri serta menjaga citra positif Perusahaan di mata *Stakeholder*.
5. Bertanggung jawab dalam mengarahkan, mengembangkan dan membangun hubungan dengan investor agar dapat selalu memberikan publikasi positif mengenai kinerja Perusahaan 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 Perusahaan.
8. Bertanggung jawab mengembangkan, mengarahkan dan memutuskan proses pengelolaan & penilaian tata kelola perusahaan untuk memastikan cakupan penilaian yang memadai mengenai GCG dan pengendalian kunci organisasi.

## Pendidikan & Pelatihan Tahun Buku

Dalam rangka meningkatkan kompetensi dan memperkaya pengetahuan mengenai pasar modal dan perkembangan industri, Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Rincian realisasi pengembangan kompetensi Sekretaris Perusahaan disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini. Kebijakan pengembangan kompetensi bagi Sekretaris Perusahaan mengacu pada SOP Pengelolaan SDM Perusahaan.

## 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.
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.
8. Responsible for developing, directing and deciding on corporate governance management & assessment processes to ensure adequate coverage of GCG assessments and key organizational controls.

## Education and Training in Fiscal Year

In order to increase competency and enrich knowledge regarding capital market and industrial development, the Company facilitates various competency development programs that are tailored to the development of the Company's business. Competency development can be in the form of training, seminars, or workshops. Details of the realization of the competency development of the Corporate Secretary are presented in the "Company Profile" chapter contained in this annual report. The competency development policy for the Corporate Secretary refers to the SOP for the Management of the Company.



Sementara, program pengembangan kompetensi yang diikuti oleh masing-masing Departemen dalam lingkup organ Sekretaris Perusahaan di tahun 2022, adalah sebagai berikut:

Meanwhile, the competency development programs that are followed by each Department within the scope of the Corporate Secretary organ in 2022 are as follows:

| No.<br>No. | Pendidikan dan Pelatihan<br>Education and Training                                                                                                                                                       | Penyelenggara<br>Organizer                                                                                                 | Tanggal<br>Date                                                                      |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1          | Training Transformasi Industri 4.0<br>Industry Transformation Training 4.0                                                                                                                               | Kementerian Perindustrian<br>Ministry of Industry                                                                          | Virtual, 22-24 Juni 2022<br>Virtual, June 22-24, 2022                                |
| 2          | Refleksi 2 Tahun AKHLAK BUMN<br>Reflection on 2 Years of SOE ACTIVITIES                                                                                                                                  | ACT Consulting                                                                                                             | Virtual, 05 Juli 2022<br>Virtual, July 05, 2022                                      |
| 3          | Webinar Learn & Share I2RI "Cutting Edge Technology In Cement & Concrete Materials"                                                                                                                      | Semen Baturaja                                                                                                             | Virtual, 22 Agustus 2022<br>Virtual, August 22, 2022                                 |
| 4          | Webinar AKHLAK "Meningkatkan Kinerja Melalui Penerapan Nilai-Nilai AKHLAK"<br>AKHLAK Webinar "Improving Performance Through Application of AKHLAK Values"                                                | Semen Baturaja                                                                                                             | Virtual, 11 Oktober 2022<br>Virtual, October 11, 2022                                |
| 5          | Webinar Semen Baturaja X SIG "Tantangan dan Peluang Industri Bahan Bangunan Masa Depan"<br>Semen Baturaja X SIG Webinar "Challenges and Opportunities for the Building Materials Industry in the Future" | SIG                                                                                                                        | Virtual, 12 Oktober 2022<br>Virtual, October 12, 2022                                |
| 6          | Sertifikasi Auditor Hukum<br>Legal Auditor Certification                                                                                                                                                 | Jimly School Law & Government                                                                                              | Jakarta, 7-12 Februari 2022<br>Jakarta, February 7-12, 2022                          |
| 7          | Program "Yuk, Bagus Sustainability Report"<br>Program of "Yuk, Bagus Sustainability Report"                                                                                                              | Asosiasi Emiten Indonesia (AEI)                                                                                            | Virtual, 03,10,18,24,31<br>Agustus 2022<br>Virtual, August 03,10,18, 24,<br>31, 2022 |
| 8          | Pendidikan Profesi Investor Relations<br>Investor Relations Professional Education                                                                                                                       | Indonesia Investor Relations<br>Institute (I2RI)                                                                           | Virtual, 17-20 November 2022<br>Virtual, November 17-20,<br>2022                     |
| 9          | Peningkatan Pemahaman Gratifikasi<br>Increasing Knowledge of Gratuities                                                                                                                                  | Komisi Pemberantasan Korupsi<br>(KPK)<br>Corruption Eradication<br>Commission (KPK)                                        | Virtual, 3-5 November 2022<br>Virtual, November 3-5, 2022                            |
| 10         | Bimbingan Teknis Hubungan Keprotokolan Se-Sumsel Tahun 2022<br>Technical Guidance for Protocol Relations throughout South Sumatra in 2022                                                                | Pemerintah Provinsi Sumatra<br>Selatan, Sekretariat Daerah<br>South Sumatra Provincial<br>Government, Regional Secretariat | Palembang, 16-18 November<br>2022<br>Palembang, November 16-<br>18, 2022             |

## Laporan Pelaksanaan Kegiatan di Tahun 2022

Di tahun 2022, tugas-tugas yang telah dilaksanakan oleh Sekretaris Perusahaan antara lain:

- Memfasilitasi pelaksanaan konsultasi dan bantuan hukum kepada seluruh Unit kerja sesuai dengan permintaan konsultasi.
- Mengkoordinir pengelolaan pengurusan perjanjian & perizinan terkait operasional Perusahaan sebanyak 24 Pengurusan Perizinan dan 12 MoU.
- Menyelenggarakan Rapat termasuk Rapat Direksi dan Dewan Komisaris sebanyak 25 kali, Rapat Internal Direksi sebanyak 14 kali, Rapat Direksi dan Staf sebanyak 38 kali, Rapat Umum Pemegang Saham sebanyak 1 kali (RUPST Tahun Buku 2021), Public Expose sebanyak 1 kali (13 September 2022), dan Rapat Tinjauan Manajemen sebanyak 1 kali (07 Maret 2022).
- Mengkoordinir implementasi GCG dan Sistem Manajemen SMBR dengan melaksanakan Sosialisasi GCG dan Pemantauan Uji Kelayakan secara berkala setiap Triwulan, melaksanakan Assessment GCG, melaksanakan dan melakukan pendampingan re-sertifikasi SPPT SNI OPC (Tipe 1,2 & 5) serta surveillance SNI PCC oleh BSPJI

## Report of Duties Implementation in 2022

In 2022, the tasks that have been carried out by the Corporate Secretary include:

- Facilitate the implementation of consultations and legal assistance to all work units in accordance with consultation requests.
- Coordinating the management of agreements & permits related to the Company's operations with 24 Licensing Arrangements and 12 MoUs.
- Organized meetings including Board of Directors and Board of Commissioners meetings 25 times, Board of Directors internal meetings 14 times, Board of Directors and Staff meetings 38 times, General Shareholders Meeting 1 time (AGMS 2021 Fiscal Year), Public Expose 1 time (September 13, 2022), and 1 Management Review Meeting (March 07, 2022).
- Coordinate the implementation of GCG and the SMBR Management System by carrying out GCG Socialization and Monitoring Due Diligence periodically every Quarter, carrying out GCG Assessments, Carrying out and providing assistance for re-certification of SPPT SNI OPC (Types 1, 2 & 5) as well as surveillance of SNI



Palembang, re-sertifikasi Audit SNI/ISO 14001:2015 oleh Sucofindo, re-sertifikasi SNI/ISO 9001:2015 oleh BSPJI Palembang, *surveillance* Audit ke-2 SMK3 oleh Sucofindo, *surveillance* Audit ke-2 SNI/ISO 37001:2016 oleh BSI, re-akreditasi SNI/ISO 17025:2017 oleh KAN, Setup & Audit Energi SNI/ISO 50001:2018 & 45001:2018 serta Audit Perluasan Ruang Lingkup SPPT SNI oleh BSPJI.

5. Menerbitkan Laporan Tahunan (*Annual Report*) dan Laporan Keberlanjutan (*Sustainability Report*) Tahun Buku 2021 serta memenuhi kewajiban penyampaian laporan keterbukaan informasi ke Bursa Efek Indonesia & Otoritas Jasa Keuangan sebanyak 55 laporan.
6. Menerbitkan Materi Publikasi Perusahaan (Iklan, Berita, dll) serta melakukan *update* dan *monitoring Website*, media sosial dan portal BUMN termasuk pengelolaan PPID.
7. Melakukan penyaluran Dana Kemitraan dan pembinaan kepada UMK serta program Tanggung Jawab Sosial dan Lingkungan yang tepat sasaran, termasuk melakukan *monitoring* terhadap tingkat kolektibilitas dan efektivitas setiap program TJSL serta menerbitkan Laporan Pelaksanaan Program TJSL sesuai dengan SAK ETAP dan aturan lainnya yang berlaku.
8. Mengelola administrasi kesekretariatan Perusahaan, termasuk mengarahkan administrasi kesekretariatan Perusahaan untuk memastikan ketersediaan dokumen secara lengkap serta melakukan penyempurnaan keprotokolan.

## UNIT AUDIT INTERNAL

Unit Audit Internal bertugas untuk memastikan terlaksananya tata kelola perusahaan yang baik melalui pemberian keyakinan dan konsultasi yang bersifat independen dan objektif dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional Perusahaan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses tata kelola perusahaan.

### Dasar Hukum

Pembentukan Unit Audit Internal mengacu pada:

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 No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

PCC by BSPJI Palembang, re-certification of SNI/ISO 14001:2015 Audit by Sucofindo, re-certification of SNI/ISO 9001:2015 by BSPJI Palembang, 2nd *surveillance* Audit of SMK3 by Sucofindo, 2nd *surveillance* Audit of SNI/ISO 37001:2016 by BSI, re-accreditation of SNI/ISO 17025:2017 by KAN, Setup & Energy Audit of SNI/ISO 50001:2018 & 45001:2018 and Audit of SPPT SNI Scope Expansion by BSPJI.

5. Published the Annual Report and Sustainability Report for the 2021 Fiscal Year and fulfilled the obligation to submit 55 reports on information disclosure to the Indonesia Stock Exchange & the Financial Services Authority.
6. Publish Company Publication Materials (Ads, News, etc.) as well as update and monitor Websites, social media and SOE portals including PPID management.
7. Distributing Partnership Funds and coaching to MSEs as well as Social and Environmental Responsibility programs that are right on target, including monitoring the collectibility level and effectiveness of each TJSL program and issuing CSR Program Implementation Reports in accordance with SAK ETAP and other applicable regulations.
8. Managing the administration of the Company's secretariat, including directing the administration of the Company's secretariat to ensure the availability of complete documents and make improvements to the protocol.

## INTERNAL AUDIT UNIT

The Internal Audit Unit is tasked with ensuring the implementation of good corporate governance through providing assurance and consulting that is independent and objective in nature with the aim of increasing value and improving the Company's operations, through a systematic approach, by evaluating and improving the effectiveness of risk management, control and processes corporate governance.

### Legal Basis

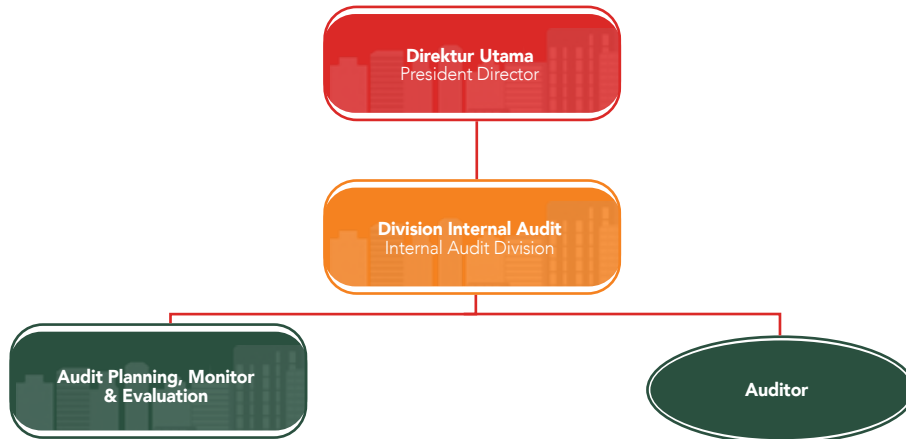
The Internal Audit Unit is established with reference as follows:

1. Law of the Republic of Indonesia No.19 of 2003 concerning State Owned Enterprises Article 67.
2. Regulation of the Ministry of SOE 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.



## Kedudukan Unit Audit Internal dalam Struktur Perusahaan

Kedudukan Unit Audit Internal dalam struktur Perusahaan berada di bawah dan bertanggung jawab langsung kepada Direktur Utama sesuai dengan SK Direksi No. PH.01.04/055A/2022 tanggal 01 Juli 2022. 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:



## 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.01.04/055A/2022 dated July 01 2022. 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:

## Pengangkatan Division Internal Audit

Pengangkatan Kepala Unit Internal Audit (*Division Internal Audit*) mengacu pada Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

Pengangkatan dan pemberhentian Kepala Unit Audit Internal dilakukan oleh Direktur Utama melalui 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 appointment of the Head of the Internal Audit Unit (Internal Audit Division) refers to the Financial Services Authority Regulation No. 56/POJK.04/2015 concerning the Formation and Guidelines for Preparing the Internal Audit Unit Charter.

The appointment and dismissal of the Head of the Internal Audit Unit is carried out by the President Directors with the approval of the Board of Commissioners. Any appointment, replacement or dismissal of the Head of the Internal Audit Unit must be notified to the Financial Services Authority. The flow of appointment and dismissal of the Head of the Internal Audit Unit is described as follows.

### Alur Pengangkatan/Pemberhentian Division Internal Audit Process Flow of the Appointment/Dismissal of the Internal Audit Division





## Profil Kepala Unit Internal Audit Profile of Head of Internal Audit Unit

|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Muhammad Yunus</b><br/>Vice President Internal Audit</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Warga Negara</b><br/>Nationality</p>                                        | <p>Indonesia</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Domisili</b><br/>Domicile</p>                                               | <p>Palembang</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Usia</b><br/>Age</p>                                                        | <p>47 tahun pada akhir Tahun Buku 2022<br/>47 years as of the end of Fiscal Year 2022</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Tempat, Tanggal Lahir</b><br/>Place, Date of Birth</p>                      | <p>Palembang, 09 Juli 1975<br/>Palembang, July 09, 1975</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Riwayat Pendidikan</b><br/>Educational Background</p>                       | <ol style="list-style-type: none"> <li>1. Magister Manajemen, Program studi Manajemen Universitas Indo Global Mandiri (2020)</li> <li>2. Sarjana Ekonomi Manajemen Universitas Sriwijaya (2001)</li> <li>3. Ahli Madya Administrasi Niaga Universitas Sriwijaya Politeknik (1997)</li> <li>1. Master's degree in Financial Management from Sriwijaya University (2020)</li> <li>2. Bachelor's degree in Accounting from Sriwijaya University (2001)</li> <li>3. Associate Expert in Business Administration Sriwijaya University Polytechnic (1997)</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Riwayat Jabatan</b><br/>Position Background</p>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Riwayat Penunjukan</b><br/>Background of Appointment</p>                    | <p>Menjabat sebagai Vice President Internal Audit PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Direksi No. PH.01.04/056/2022 sejak tanggal 29 Juni 2022<br/>Appointed as Vice President of Internal Audit of PT Semen Baturaja (Persero) Tbk based on Decision Letter of the Board of Directors No. PH.01.04/056/2022 since June 29, 2022</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Pengalaman Kerja</b><br/>Work Experience</p>                                | <ol style="list-style-type: none"> <li>1. Staf Direktur Pemasaran Tingkat VP, PT Semen Baturaja (Persero) Tbk (2022).</li> <li>2. Vice President SP &amp; CPM, PT Semen Baturaja (Persero) Tbk (2020-2022).</li> <li>3. Vice President Marketing, PT Semen Baturaja (Persero) Tbk (2019-2020).</li> <li>4. Senior Manager Sales Area 3, PT Semen Baturaja (Persero) Tbk (2018-2019).</li> <li>5. Staf Direktur Pemasaran ditugaskan sebagai Ketua Tim Pengembangan Pasar (Jambi, Riau dan Bangka Belitung), PT Semen Baturaja (Persero) Tbk (2017-2018).</li> <li>6. Ka. Biro Penjualan Area II, PT Semen Baturaja (Persero) Tbk (2016-2017).</li> <li>7. Pengembangan Usaha Tk. Ka. Bagian, PT Semen Baturaja (Persero) Tbk (2015-2016).</li> <li>8. Senior Auditor Tk. Ka. Bagian, PT Semen Baturaja (Persero) Tbk (2012-2014).</li> <li>9. Pemeriksa Adm &amp; Keuangan Tk. Ka. Bagian, PT Semen Baturaja (Persero) Tbk (2010-2012).</li> <li>10. Ka. Bagian Distribusi Palembang, PT Semen Baturaja (Persero) Tbk (2009-2010).</li> <li>11. Ka. Bagian Analisa Pasar &amp; Promosi, PT Semen Baturaja (Persero) Tbk (2009).</li> <li>12. Ka. Bagian Penjualan Palembang, PT Semen Baturaja (Persero) Tbk (2007-2009).</li> <li>13. Ka. Seksi Penjualan Palembang, PT Semen Baturaja (Persero) Tbk (2006-2007).</li> <li>14. Asisten Analisa Pasar &amp; Promosi Tk. Pj. Ka. Seksi, PT Semen Baturaja (Persero) Tbk (2005-2006).</li> <li>15. Karyawan tetap staf Ka. Bag. Analisa Pasar &amp; Promosi Tk. Seksi, PT Semen Baturaja (Persero) Tbk (2004-2005).</li> <li>1. VP Level Marketing Director Staff, PT Semen Baturaja (Persero) Tbk (2022).</li> <li>2. Vice President of SP &amp; CPM, PT Semen Baturaja (Persero) Tbk (2020-2022).</li> <li>3. Vice President Marketing, PT Semen Baturaja (Persero) Tbk (2019-2020).</li> <li>4. Senior Manager Sales Area 3, PT Semen Baturaja (Persero) Tbk (2018-2019).</li> <li>5. Marketing Director staff assigned as Head of Market Development Team (Jambi, Riau and Bangka Belitung), PT Semen Baturaja (Persero) Tbk (2017-2018).</li> <li>6. Head of Area II Sales Bureau, PT Semen Baturaja (Persero) Tbk (2016-2017).</li> <li>7. Business Development Manager, PT Semen Baturaja (Persero) Tbk (2015-2016).</li> <li>8. Senior Auditor Tk. Supervisor, PT Semen Baturaja (Persero) Tbk (2012-2014).</li> <li>9. Adm &amp; Financial Examiner Tk. Head of Section, PT Semen Baturaja (Persero) Tbk (2010-2012).</li> <li>10. Manager Palembang Distribution Department, PT Semen Baturaja (Persero) Tbk (2009-2010).</li> <li>11. Manager Market Analysis &amp; Promotion Section, PT Semen Baturaja (Persero) Tbk (2009).</li> <li>12. Manager Palembang Sales Department, PT Semen Baturaja (Persero) Tbk (2007-2009).</li> <li>13. Manager Palembang Sales Section, PT Semen Baturaja (Persero) Tbk (2006-2007).</li> <li>14. Assistant for Market Analysis &amp; Promotion Tk. Acting Supervisor, PT Semen Baturaja (Persero) Tbk (2005-2006).</li> <li>15. Permanent employees of Head of Market Analysis &amp; Promotion staff of Supervisor, PT Semen Baturaja (Persero) Tbk (2004-2005).</li> </ol> |
| <p><b>Hubungan Afiliasi</b><br/>Affiliation</p>                                   | <p>Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan Pemegang Saham Utama<br/>No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |





## Piagam (Charter) Internal Audit

Internal Audit memiliki Piagam Internal Audit (*Internal Audit Charter*) sebagai pedoman kerja dalam melaksanakan tugasnya. Piagam ini ditandatangani oleh Direksi dan Dewan Komisaris Perseroan pada 10 Desember 2018. Piagam Internal Audit antara lain mengatur 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 Perusahaan.

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 Internal Audit

Pelaksanaan tugas dan tanggung jawabnya, Internal Auditor Perusahaan mengacu pada Standar Profesi Audit Internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan *Code of Ethics* dari The Institute of Internal Auditors. 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, Perusahaan dan internal audit.
3. Menghindari kegiatan atau perbuatan yang merugikan atau patut diduga dapat merugikan profesi auditor internal atau Perusahaan.
4. Menghindari aktivitas yang bertentangan dengan kepentingan Perusahaan 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 Perusahaan yang mengganggu atau patut diduga dapat mengganggu pertimbangan profesional auditor.
6. Mematuhi sepenuhnya standar profesi auditor internal, kebijakan Perusahaan dan peraturan perundangan.
7. Memelihara dan mempertahankan moral dan martabat auditor internal.

## Charter of the Internal Audit

The Internal Audit has an Internal Audit Charter as a work guide in carrying out its duties. This charter was signed by the Board of Directors and the Board of Commissioners of the Company on December 10, 2018. The Internal Audit Charter, among others, regulates the basics for carrying out Internal Audit duties which include Vision, Mission, Authority, Scope, Duties, Responsibilities, Obligations, Code of conducts and Relations with Audit Committee and Company Internal and External Parties.

The matters contained in the Internal Audit Charter are:

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 Concurrent Positions.
3. CHAPTER III Code of conducts: 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 conducts of Internal Audit

Implementation of duties and responsibilities, the Company's Internal Auditor refers to the Internal Audit Professional Standards (SPAI) from the Consortium of Internal Audit Professional Organizations and the Code of conducts from The Institute of Internal Auditors. Internal auditors must adhere to and adhere to the code of conducts 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. Tidak memanfaatkan informasi yang diperoleh untuk kepentingan atau keuntungan pribadi atau hal lain yang menimbulkan kerugian atau patut diduga dapat menimbulkan kerugian bagi Perusahaan dengan alasan apapun.
9. Melaporkan semua hasil audit material dengan mengungkapkan kebenaran sesuai fakta yang ada dan tidak menyembunyikan hal yang dapat merugikan Perusahaan atau dapat melanggar hukum.

### 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.
5. Bertanggung jawab dalam monitor audit untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
6. Bertanggung jawab dalam pendampingan untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
7. Penelitian dan pemeriksaan semua catatan, dokumen dan harta milik Perusahaan yang berhubungan dengan audit.
8. Penilaian produktivitas, efektivitas dan efisiensi sistem pengendalian internal.
9. Rekomendasi pelaksanaan penghapusan barang dan peralatan dari aset Perusahaan.
10. Rekomendasi kepada Direksi terkait penunjukan akuntan publik.
11. Pelaksanaan akses komunikasi yang memadai dengan Komite Audit.
12. Penyetujuan rekomendasi penambahan program audit operasional dan ICT.
13. Rekomendasi terhadap kebijakan dasar serta perubahan sistem dan prosedur yang berpengaruh pada bisnis Perusahaan.
14. Pemberian peringatan kepada karyawan yang melanggar peraturan yang berlaku.
15. Rekomendasi promosi, demosi dan mutasi dari karyawan binaannya ke unit/fungsi manajemen talenta.

### Jumlah Karyawan Internal Audit

Per 31 Desember 2022, karyawan pada Internal Audit berjumlah 15 (lima belas) personil dengan rincian sebagai berikut:

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. Report all material audit results by disclosing the truth according to the facts and not hiding things that may harm the Company or may violate the law.

### Description of Duties and Responsibilities

The duties and responsibilities of the Head of the Internal Audit Unit are explained in the following description:

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 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 risks and control.
5. Responsible for monitoring the audit to ensure a complete and adequate assessment of the organization's risks and control.
6. Responsible for mentoring to ensure a complete and adequate assessment coverage of the organization's risks and control.
7. Perform research and examine all records, documents and assets of the Company related to the audit.
8. Conduct assessment of productivity, effectiveness and efficiency of the internal control system.
9. Provide recommendations for the implementation of goods and equipment write-off from the Company's assets.
10. Provide recommendations to the Board of Directors regarding the appointment of a public accountant.
11. Implement adequate communication access with the Audit Committee.
12. Provide approval of recommendations for additional operational and ICT audit programs.
13. Provide recommendations on basic policies as well as changes to systems and procedures that affect the Company's business.
14. Provide warnings to employees who conduct breaches to prevailing regulations.
15. Provide recommendations for promotions, demotions and transfers from the employees under its supervision to the talent management unit/function.

### Number of Internal Audit Employees

As of December 31, 2022, there were 15 (fifteen) employees in the Internal Audit with the following details:



| No. | Nama<br>Name           | Jabatan<br>Position                                    | Pendidikan<br>Education                                                                                                                         |
|-----|------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Muhammad Yunus         | Vice President Internal Audit                          | 1. Ekonomi Manajemen (S1)<br>2. Magister Manajemen (S2)<br>1. Management Economics (S1)<br>2. Master of Management (S2)                         |
| 2   | Azhar                  | Senior Manager Audit Planning, Monitoring & Evaluation | 1. Ekonomi Manajemen (S1)<br>2. Magister Manajemen SDM (S2)<br>1. Management Economics (S1)<br>2. Master in Human Resources Management (S2)     |
| 3   | Yunina Mardiana        | Senior Manager Auditor                                 | Ekonomi Akuntansi (S1)<br>Accounting Economics (S1)                                                                                             |
| 4   | Tobok Hendry Hutabarat | Senior Manager Auditor                                 | Ekonomi Akuntansi (S1)<br>Accounting Economics (S1)                                                                                             |
| 5   | Arpani                 | Senior Manager Auditor                                 | Ekonomi Manajemen (S1)<br>Accounting Economics (S1)                                                                                             |
| 6   | R. A. Fifin Zulva      | Manager Audit Planning, Monitoring & Evaluation        | 1. Ekonomi Akuntansi (S1)<br>2. Magister Manajemen Keuangan (S2)<br>1. Accounting Economics (S1)<br>2. Master in Financial Management (S2)      |
| 7   | Surya Andita Nasution  | Manager Auditor                                        | 1. Teknik Informatika (S1)<br>2. Magister Manajemen SDM (S2)<br>1. Informatics Engineering (S1)<br>2. Master in Human Resources Management (S2) |
| 8   | Kms. Mohammad Toha     | Manager Auditor                                        | Teknik Elektro (SMK)<br>Electrical Engineering (Vocational School)                                                                              |
| 9   | Agus Purwanto          | Manager Auditor                                        | Hukum (S1)<br>Law (S1)                                                                                                                          |
| 10  | Taufik Rachman         | Manager Auditor                                        | Ekonomi Manajemen (S1)<br>Management Economics (S1)                                                                                             |
| 11  | Tedy Suwandhi          | Supervisor Audit Planning, Monitoring & Evaluation     | Teknik Elektro (D3)<br>Electrical Engineering (D3)                                                                                              |
| 12  | Herman Lubis           | Supervisor Auditor                                     | Ekonomi Akuntansi (S1)<br>Accounting Economics (S1)                                                                                             |
| 13  | Azis Sutrisno          | Supervisor Auditor                                     | Akuntansi (D4)<br>Accounting (D4)                                                                                                               |
| 14  | Idris Taminawa         | Supervisor Auditor                                     | IPA (SMA)<br>Science (High School)                                                                                                              |
| 15  | Heri Admadiansyah      | Supervisor Auditor                                     | 1. Teknik Elektro (D3)<br>2. Teknik Elektro (D4)<br>1. Electrical Engineering (D3)<br>2. Electrical Engineering (D4)                            |

### Kualifikasi atau Sertifikasi Sebagai Profesi Audit Internal

Perusahaan senantiasa memastikan dan memelihara kompetensi personel auditor internal guna mendorong peningkatan kualitas personel audit internal sesuai dengan kebutuhan untuk pelaksanaan tugas internal audit. Berikut personel Unit Audit Internal yang mengikuti program sertifikasi:

### Qualification of Certification for Internal Audit Profession

The company always ensures and maintains the competence of internal auditor personnel in order to encourage the improvement of the quality of internal audit personnel according to the needs for carrying out internal audit tasks. The following are the Internal Audit Unit personnel participating in the certification program:

| No. | Training/Workshop/Seminar<br>Training/Workshop/Seminar                                                                                                                         | Waktu Pelaksanaan<br>Execution Time   | Penyelenggara<br>Organizer                                                                                            |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 1   | Seminar dan Pengukuhan PIA-1708<br>Seminar & Inauguration of Professional Internal Auditor (PIA)-1708                                                                          | 02 November 2022<br>November 02, 2022 | Asosiasi Auditor Internal<br>Association of Internal Auditors                                                         |
| 2   | Sertifikasi Kompetensi Auditor Internal sebagai Pengelolaan Satuan Pengawas Internal<br>Internal Auditor Competency Certification as the Management of the Internal Audit Unit | 02 Desember 2022<br>December 02, 2022 | Lembaga Sertifikasi Profesi Auditor Internal (LSPAI)<br>Internal Auditor Professional Certification Institute (LSPAI) |



## Pendidikan dan Pelatihan Tahun Buku

Dalam rangka meningkatkan kompetensi Unit Audit Internal, Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Rincian realisasi pengembangan kompetensi Vice President Internal Audit disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini. Kebijakan pengembangan kompetensi bagi Internal Audit mengacu pada SOP Pengelolaan SDM Perusahaan.

Sementara, program pengembangan kompetensi yang diikuti oleh personel dalam lingkup organ Unit Audit Internal di tahun 2022, adalah sebagai berikut:

## Education and Training in Fiscal Year

In order to improve the competence of the Internal Audit Unit, the Company facilitates various competency development programs that are tailored to the development of the Company's business. Competency development can be in the form of training, seminars, or workshops. Details of the realization of competence development for the Vice President of Internal Audit are presented in the "Company Profile" chapter contained in this annual report. The competency development policy for the Internal Audit refers to SOP Management of the Company's.

Meanwhile, the competency development program to be participated in by personnel within the scope of the Internal Audit Unit organs in 2022 is as follows:

| No. | Pendidikan dan Pelatihan<br>Education and Training                                                                                                                               | Penyelenggara<br>Organizer                                                                                            | Tanggal<br>Date                                                                                                                                                                  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Diklat Khusus Bagi Kepala SPI<br>Special Training for the Head of SPI                                                                                                            | Pusat Pengembangan Akuntansi & Keuangan (PPA&K)<br>Development of Accounting & Finance Center (PPA&K)                 | Bogor, 13 s.d 16 Oktober 2022<br>Bogor, October 13 until 16, 2022                                                                                                                |
| 2   | Peran dan Tantangan bagi Internal Auditor dalam Memastikan Keberlanjutan Perusahaan<br>Roles and Challenges for Internal Auditors in Ensuring Company Sustainability             | Asosiasi Auditor Internal<br>Internal Auditor Association                                                             | Yogyakarta, 09 November 2022<br>Yogyakarta, November 09, 2022                                                                                                                    |
| 3   | Sertifikasi Kompetensi Auditor Internal sebagai Pengelolaan Satuan Pengawas Internal<br>Internal Auditor Competency Certification as Management of the Internal Supervisory Unit | Lembaga Sertifikasi Profesi Auditor Internal (LSPAI)<br>Internal Auditor Professional Certification Institute (LSPAI) | Bogor, 02 Desember 2022<br>Bogor, December 02, 2022                                                                                                                              |
| 4   | Dasar-Dasar Audit<br>Fundamentals of Audit                                                                                                                                       | Pusat Pengembangan Akuntansi & Keuangan (PPA&K)<br>Development of Accounting & Finance Center (PPA&K)                 | Via Zoom Cloud Meeting, 05 s.d 14 September 2022;<br>Bogor, 12 s.d 21 Desember 2022<br>Via Zoom Cloud Meeting, September 05 until 14, 2022;<br>Bogor, December 12 until 21, 2022 |
| 5   | Audit Operasional<br>Operational Audit                                                                                                                                           | Pusat Pengembangan Akuntansi & Keuangan (PPA&K)<br>Development of Accounting & Finance Center (PPA&K)                 | Bogor, 12 s.d 21 Desember 2022<br>Bogor, December 12 until 21, 2022                                                                                                              |
| 6   | Pelatihan Peningkatan Pemahaman Anti Penyuapan dan Gratifikasi<br>Anti-Bribery and Gratuities Improvement Understanding Training                                                 | Pusat Edukasi Antikorupsi (KPK)<br>Anti-Corruption Education Center (KPK)                                             | Via E-Learning KPK, 8 s.d 10 Desember 2022<br>Via KPK E-Learning, December 8 until 10, 2022                                                                                      |

## Pelaksanaan Tugas Internal Audit

Sepanjang tahun 2022, Audit Internal telah melaksanakan kegiatannya sesuai dengan program kerja yang telah direncanakan. 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 5 Objek Pemeriksaan Rutin, 4 kali Kegiatan Pendampingan Audit Eksternal dan 4 Kali sebagai *Counterpart* Audit Eksternal, 2 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.

## Implementation of Internal Audit Duties

Throughout 2022, the Internal Audit has carried out its activities in accordance with the planned work program. The following is a brief description of the implementation of the duties of the Internal Audit Division in the financial year:

1. Conduct inspections in accordance with PKPT (Annual Inspection Work Program). In this activity, Internal Audit has examined 5 Routine Audit Objects, 4 times External Audit Assistance Activities and 4 times as External Audit Counterpart, 2 times Internal Audit of the Semen Baturaja Management System (SMSB). The aspects assessed in these activities include: control environment, risk assessment, control activities, information and communication, and monitoring.
2. Conducting Special/Non PKPT Examinations.





3. Sebagai *counterpart* 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 *counterpart* audit internal, antara lain Audit Sistem Manajemen Semen Baturaja (SMSB).
3. As a counterpart for External Auditors including Public Accounting Firm (KAP), Good Corporate Governance (GCG), Risk Maturity Level Assessment, IT Maturity Level Assessment, Audit Board of Finance (BPK), Financial and Development Supervisory Agency (BPKP).
4. As an internal audit counterpart, including the Semen Baturaja Management System Audit (SMSB).

### Pelaksanaan Rapat Unit Audit Internal Implementation of Internal Audit Unit Meetings

| No.<br>No. | Tanggal<br>Date                         | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Peserta<br>Participant                                                          |
|------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 1          | 04 Januari 2022<br>January 04, 2022     | Update Persiapan RUPST Tahun Buku 2021, Progres Audit Laporan Keuangan Tahun Buku 2021, Strategi Pencapaian Volume Penjualan Bulan Januari 2022, Update Program Produktivitas dan Isu Lainnya<br>Update on AGMS Preparation for Fiscal Year 2021, Financial Report Audit Progress for Fiscal Year 2021, Strategy to Achieve Sales Volume for January 2022, Productivity Program Update and Other Issues                                                                                                                                                                 | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 2          | 25 Januari 2022<br>January 25, 2022     | Progres Audit Laporan Keuangan Tahun Buku 2021, Progres Persiapan RUPST Tahun Buku 2021, dan Update Tambang<br>Progress of Audit of Financial Statements for Fiscal Year 2021, Progress of AGMS Preparation for Fiscal Year 2021, and Mine Update                                                                                                                                                                                                                                                                                                                       | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 3          | 14 Februari 2022<br>February 14, 2022   | Laporan Hasil Akhir Pelaksanaan Audit Laporan Keuangan Konsolidasian Tahun Buku 2021, Reviu Kinerja Perusahaan Bulan Januari dan s.d. Januari 2022, dan Hasil Pertemuan dengan Gubernur Sumatra Selatan Terkait Sosialisasi Rencana Integrasi SMBR dengan SIG<br>Final Report on the Audit Implementation of the Consolidated Financial Statements for Fiscal Year 2021, Company Performance Review for January and until January 2022, and the Results of the Meeting with the Governor of South Sumatra Regarding Socialization of the SMBR Integration Plan with SIG | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 4          | 17 Mei 2022<br>May 17, 2022             | Rapat Koordinasi Triwulan I<br>Coordination Meeting of Quarter I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1. Komite Audit<br>2. Internal Audit<br>1. Audit Committee<br>2. Internal Audit |
| 5          | 30 Juni 2022<br>June 30, 2022           | Rapat Koordinasi Triwulan II<br>Coordination Meeting of Quarter II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1. Komite Audit<br>2. Internal Audit<br>1. Audit Committee<br>2. Internal Audit |
| 6          | 08 Agustus 2022<br>August 08, 2022      | Laporan Kinerja Juli dan s.d. Juli 2022, Implementasi PaDi UMKM PT Semen Baturaja (Persero) Tbk, Penyelesaian Piutang Bad Debt per 31 Juli 2022, Laporan Kinerja PT Baturaja Multi Usaha (BMU) Bulan Juli 2022 dan s.d. Juli 2022.<br>July Performance Report and until July 2022, Implementation of Padi UMKM PT Semen Baturaja (Persero) Tbk, Settlement of Bad Debt Receivables as of July 31, 2022, Performance Report of PT Baturaja Multi Usaha (BMU) for July 2022 and up to. July 2022.                                                                         | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 7          | 09 Agustus 2022<br>August 09, 2022      | Kinerja semester I tahun 2022, pelunasan kredit investasi, rencana penyusunan RKAP 2023, proses integrasi, audit laporan keuangan interim semester I tahun 2022 dan audit forensik BMU<br>Performance in semester I of 2022, payment of investment credit, plan to prepare RKAP 2023, integration process, audit of interim financial statements semester I of 2022 and BMU forensic audit                                                                                                                                                                              | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 8          | 19 September 2022<br>September 19, 2022 | Progres Audit BMU oleh EY, Kinerja Agustus dan s.d Agustus 2022, Prognosa Tahun 2022, Kinerja 1 s.d 15 September 2022, Laporan Mutasi Piutang<br>BMU Audit Progress by EY, Performance August and until August 2022, forecast for 2022, Performance September 1 to 15, 2022, Accounts Receivable Movement Report<br>BMU Performance August and until August 2022 & Other Agenda                                                                                                                                                                                         | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 9          | 30 September 2022<br>September 30, 2022 | Rapat Koordinasi Triwulan III<br>Coordination Meeting of Quarter III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1. Komite Audit<br>2. Internal Audit<br>1. Audit Committee<br>2. Internal Audit |





### Pelaksanaan Rapat Unit Audit Internal Implementation of Internal Audit Unit Meetings

| No.<br>No. | Tanggal<br>Date                             | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                | Peserta<br>Participant                                                          |
|------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 10         | 26 Oktober<br>2022<br>October 26,<br>2022   | Project Operasional T3, Update Progres Alignment Kualitas, Update Progres Pembangunan Kantor Baturaja dan Palembang, Program Kerja Pemeriksaan Tahunan PT BMU & Agenda Lainnya<br>T3 Operational Project, Quality Alignment Progress Update, Baturaja and Palembang Office Construction Progress Update, PT BMU Annual Inspection Work Program & Other Agenda | 1. Direksi<br>2. Internal Audit<br>1. Board of Directors<br>2. Internal Audit   |
| 11         | 27 Desember<br>2022<br>December 27,<br>2022 | Rapat Koordinasi Triwulan IV<br>Coordination Meeting of Quarter IV                                                                                                                                                                                                                                                                                            | 1. Komite Audit<br>2. Internal Audit<br>1. Audit Committee<br>2. Internal Audit |

### Jumlah dan Kehadiran Rapat dengan: Number and Attendance Meeting with :

| Uraian<br>Description             | Direksi<br>Board of Directors | Dewan Komisaris (dan/atau Komite Audit)<br>Board of Commissioners (and/or Audit Committee) |
|-----------------------------------|-------------------------------|--------------------------------------------------------------------------------------------|
| Jumlah Rapat<br>Number of Meeting | 7                             | 4                                                                                          |
| Kehadiran<br>Attendance           | 7                             | 4                                                                                          |
| Persentase<br>Percentage          | 100,00%                       | 100,00%                                                                                    |

### Monitoring Tindak Lanjut Temuan Audit

Di tahun 2022, Internal Audit telah melakukan audit internal sebanyak 5 (lima) kali audit dan menghasilkan temuan sebanyak 25 (dua puluh lima) temuan. Pelaksanaan tindak lanjut ini telah juga dilakukan upaya perbaikan begitu pula dengan tindak lanjut temuan audit eksternal.

### Monitoring of Audit Finding Follow-Up

In 2022, the Internal Audit has conducted 5 (five) audits internal and produced 25 (twenty five) findings. The implementation of this follow-up has also been carried out with improvement efforts as well as the follow-up of external audit findings.



# AUDIT EKSTERNAL

## EXTERNAL AUDIT

Fungsi pengawasan independen terhadap aspek keuangan Perusahaan dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Perusahaan memiliki kebijakan terkait proses penunjukan KAP yang dilakukan berdasarkan peraturan perundang-undangan yang berlaku. Dalam hal ini, Perusahaan menunjuk Komite Audit sebagai penanggung jawab dalam pemilihan akuntan publik. Adapun proses penunjukan auditor eksternal, sebagai berikut:

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 2022 dan periode lainnya dalam tahun buku 2022, dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022
3. Dewan Komisaris Perusahaan 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.

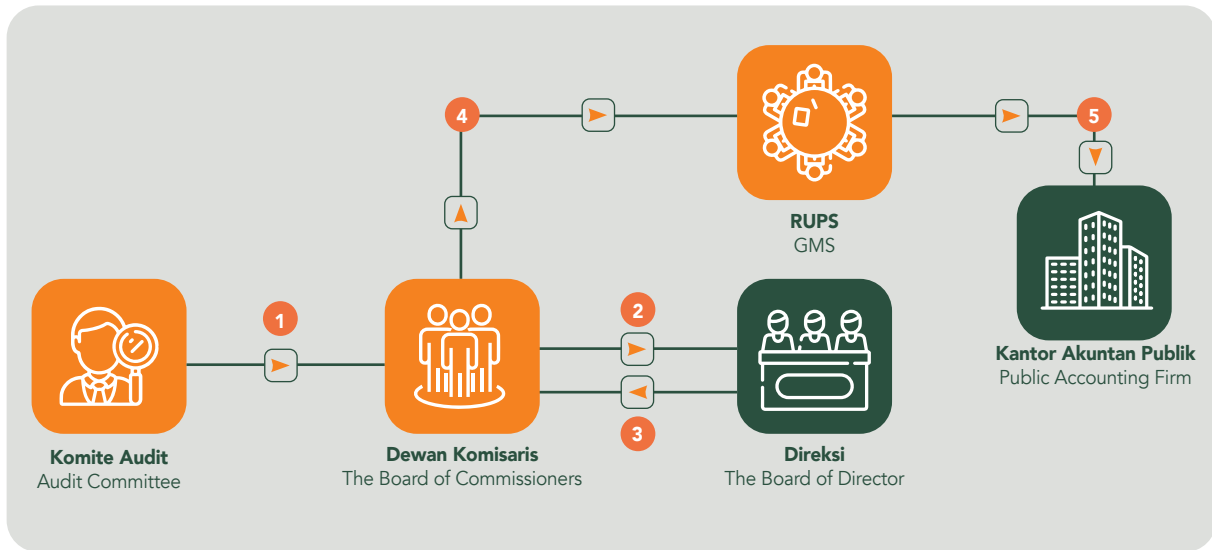
The function of independent oversight of the company's financial aspects is carried out by an external audit examination conducted by a public accounting firm. The company has a policy regarding the appointment process of PAF, which is based on applicable laws and regulations. In this case, the Audit Committee is responsible for selecting a public accountant. The process for appointing an external auditor is as follows:

1. The Audit Committee presented an evaluation of the audit performance conducted by Amir Abadi Jusuf, Aryanto, Mawar & Rekan, a Public Accounting Firm, for the previous year. Subsequently, the committee reported their findings to the Board of Commissioners and recommended procuring the PAF Audit Service through Direct Appointment.
2. The General Meeting of Shareholders (GMS) approves the appointment of the Public Accounting Firm of Amir Abadi Jusuf, Aryanto, Mawar & Partners to conduct a general audit of the Company's Consolidated Financial Statements for Fiscal Year 2022 and other periods within fiscal year 2022. They also approve the Financial Statements on the use of Funds from the Partnership and Community Development Program of Fiscal Year 2022
3. The Company's Board of Commissioners is authorized to determine the 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 process the procurement of Public Accounting Firm audit services, based on the GMS resolutions, the Company's provisions, and to negotiate the nominal value of the services and the scope of the audit.
5. The process of procuring the Public Accounting Firm is carried out through Direct Appointment, and negotiation is conducted regarding the nominal value of the audit services and scope.



Adapun secara alur, proses penunjukan KAP dapat digambarkan sebagai berikut.

In terms of the flow, the PAF appointment process is shown in the chart below.



Perusahaan berpedoman pada ketentuan Peraturan Menteri Keuangan No. 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.

The company is guided by the provisions of the Minister of Finance Regulation No. 17/PMK.01/2008 concerning Public Accountant Services, Article 3 regarding restrictions on the period of providing services. The Public Accounting Firm may only conduct audits for a maximum of 6 (six) consecutive financial years and by a Public Accountant for a maximum of 3 (three) consecutive financial years.

Sementara ketentuan dari Peraturan Otoritas Jasa Keuangan No. 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.

While the provisions of the Financial Services Authority Regulation No. 13/POJK.03/2017 Article 16 state that parties carrying out financial service activities must limit the use of audit services on annual historical financial information from the same public accountant. This provision emphasizes that the maximum audit period is 3 (three) consecutive reporting years.

## PENUNJUKAN KANTOR AKUNTAN PUBLIK

Penunjukan KAP diputuskan melalui Rapat Umum Pemegang Saham (RUPS) Tahunan sebagaimana dinyatakan dalam Berita Acara No. 25 tanggal 25 Maret 2022 Notaris Fathiah Helmi, S.H. Pada mata acara kelima RUPS, yaitu penunjukan Kantor Akuntan Publik untuk mengaudit laporan keuangan Perusahaan dan dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022, hasil keputusannya adalah:

1. Menyetujui menunjuk Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perusahaan Tahun Buku 2022 dan periode lainnya dalam Tahun Buku 2022, dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022, dengan ruang lingkup pekerjaan termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI, dan Laporan Audit Kepatuhan terhadap Perundang-undangan dan Pengendalian Intern;

## APPOINTMENT OF PUBLIC ACCOUNTING FIRM

The appointment of PAF was decided through the Annual General Meeting of Shareholders (GMS) as stated in Minutes No. 25 dated March 25, 2022 Notary Fathiah Helmi, S.H. On the fifth agenda item of the RMS, namely the appointment of a Public Accounting Firm to audit the Company's financial statements and the Financial Statements of the Micro Small Business Funding Program for Fiscal Year 2022, the results of the decision are:

1. Approved the appointment of the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (affiliated with RSM) to conduct a general audit of the Company's Consolidated Financial Statements for the 2022 Fiscal Year and other periods in the 2022 Fiscal Year, and the Financial Statements for the Micro Small Business Funding Program for the 2022 Financial Year. Book 2022, with the scope of work including Company Performance Evaluation Report, KPI Evaluation Report, and Audit Report on Compliance with Legislation and Internal Control;



- Menyetujui memberikan pelimpahan kewenangan kepada Dewan Komisaris Perusahaan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut;
- Menyetujui 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 2022 dan periode lainnya dalam tahun buku 2022, dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022.

- Approved the delegation of authority to the Company's Board of Commissioners to determine the amount of fees for audit services, the required scope of work and other reasonable requirements for the Public Accounting Firm;
- Approved the granting of authority and power to the Board of Commissioners by first obtaining written approval from the Dwiwarna Series A Shareholders to determine a replacement Public Accounting Firm in the event that the Public Accountant Office of Amir Abadi Jusuf, Aryanto, Mawar & Rekan (affiliated with RSM) for any reason is not be able to complete an audit of the Company's Consolidated Financial Statements for the 2022 Fiscal Year and other periods in the 2022 financial year, and the Financial Report for the Micro Small Business Funding Program for the 2022 Fiscal Year.

## JUMLAH PERIODE AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK (KAP) TELAH MELAKUKAN AUDIT LAPORAN KEUANGAN TAHUNAN

Berikut informasi kantor akuntan publik dan akuntan publik yang telah memberikan jasa audit dalam 6 (enam) tahun terakhir:

## NUMBER OF PERIOD THE PUBLIC ACCOUNTANT AND THE PUBLIC ACCOUNTING FIRM (KAP) HAS AUDITED THE ANNUAL FINANCIAL STATEMENTS

The following is information on public accounting firms and public accountants that have provided audit services in the last 6 (six) years:

| Audit Tahun Buku<br>Audit Period | Nama Kantor Akuntan Publik<br>Public Accounting Firm | Nama Akuntan Publik<br>Name of Public Accountant | Nilai Kontrak (Rp)<br>Contract Value (IDR) | Jangka Waktu Audit<br>Audit Fieldwork | Layanan Lain yang Diberikan<br>Other Services Provided                                                        |
|----------------------------------|------------------------------------------------------|--------------------------------------------------|--------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 2022                             | KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan       | Donny Iskandar Maramis                           | 650.000.000                                | 3 bulan/months                        | Audit Interim TW I & TW II Tahun 2022<br>Interim Audit Q1 & QII 2022                                          |
| 2021                             | KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan       | Donny Iskandar Maramis                           | 650.000.000                                | 2 bulan/months                        | Audit Agreed Upon Procedure (AUP) Pemetaan COA<br>Audit Agreed Upon Procedure (AUP) COA Mapping               |
| 2020                             | KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan       | Donny Iskandar Maramis                           | 650.000.000                                | 2 bulan/months                        | -                                                                                                             |
| 2019                             | Djoko Sidik & Indra                                  | Abdi Nusantara Manihuruk                         | 340.000.000                                | 2 bulan/months                        | -                                                                                                             |
| 2018                             | Herman Dody Tanumihardja & Rekan                     | Ahmad Nadhif T. M.Ak., CA., CPA                  | 306.000.000                                | 2 bulan/months                        | -                                                                                                             |
| 2017                             | Herman Dody Tanumihardja & Rekan                     | Ahmad Nadhif T. M.Ak., CA., CPA                  | 306.000.000                                | 1 bulan/month                         | Audit Agreed Upon Procedure (AUP) Proyek Baturaja II<br>Audit Agreed Upon Procedure (AUP) Baturaja II Project |

## JASA LAIN

- Berdasarkan Surat dari Ketua Project Management Office Tim Percepatan Integrasi BUMN Sub Klaster Semen No. 159/SUP/EMERALD/07.2022 tanggal 22 Juli 2022 Perihal Update Timeline Program Integrasi BUMN Sub Klaster Semen dan Kebutuhan Pelaksanaan Audit Interim Triwulan II Tahun 2022 yang ditujukan kepada Direktur Utama PT Semen Baturaja (Persero) Tbk untuk Melakukan Audit Interim KAP yang dibutuhkan untuk Program Integrasi BUMN sub Klaster Semen adalah General Audit untuk Induk Perusahaan beserta entitas anak.

## OTHER SERVICES

- Based on a letter from the Head of the Project Management Office Team for the Acceleration of SOE Integration of the Cement Sub-Cluster No. 159/SUP/EMERALD/07.2022 dated July 22, 2022 Regarding the Timeline Update for the SOE Integration Program for the Cement Sub-Cluster and the Need for Implementation of the Second Quarter Interim Audit of 2022 addressed to the Director Main PT Semen Baturaja (Persero) Tbk to Conduct KAP Interim Audit required for the Cement Sub Cluster SOE Integration Program is the General Audit for the Parent Company and its subsidiaries.



2. Berdasarkan Surat dari Ketua Project Management Office Tim Percepatan Integrasi BUMN Sub Klaster Semen No. 021/SUP/EMERALD/03.2022 tanggal 02 Maret 2022 Perihal Timeline Program Integrasi BUMN Sub Klaster Semen dan Kebutuhan Pelaksanaan Audit Interim Triwulan I Tahun 2022 yang ditujukan kepada Direktur Utama PT Semen Baturaja (Persero) Tbk untuk Melakukan Audit Interim KAP yang dibutuhkan untuk Program Integrasi BUMN sub Klaster Semen adalah General Audit untuk Induk Perusahaan beserta entitas anak.
3. Berdasarkan Surat Kementerian BUMN No. 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 :
  - a. Melakukan pencocokan atas pemetaan *Chart of Accounts* (COA) di level GL BUMN dengan COA level GL Kementerian BUMN.
  - b. Melakukan pencocokan atas pemetaan COA di level GL BUMN dengan COA level Laporan Keuangan/ FS BUMN.
  - c. Melakukan pencocokan atas angka – angka yang diisikan pada *information package* BUMN dengan laporan keuangan BUMN yang telah di audit.
2. Based on a letter from the Head of the Project Management Office Team for the Acceleration of SOE Integration of the Cement Sub-Cluster No. 021/SUP/EMERALD/03.2022 dated March 02, 2022 Regarding the Timeline of the SOE Integration Program for the Cement Sub-Cluster and the Need for Implementation of the 1st Quarter Interim Audit of 2022 addressed to the President Director PT Semen Baturaja (Persero) Tbk to Conduct KAP Interim Audit required for the SOE Integration Program for the Cement sub-Cluster is a General Audit for the Parent Company and its subsidiaries.
3. Based on the Letter of the Ministry of SOE No. S-29/DKU.MBU/12/2021 dated December 21, 2021 regarding the Scope of Work Agreed Upon Procedures for the information package for each SOE with the following scope:
  - a. Matching the Chart of Accounts (COA) mapping at the GL SOE level with the COA GL level at the Ministry of SOE.
  - b. Matching the COA mapping at the GL SOE level with the COA at the SOE Financial Report/FS level.
  - c. Matching the numbers filled in the SOE information package with the SOE financial statements that have been audited.

Maka pada tahun 2021 Perusahaan melakukan *Audit Agreed Upon Procedure* (AUP) terhadap pemetaan COA dan pada tahun 2017 juga dilakukan Audit AUP terhadap Proyek Baturaja II.

So in 2021 the Company conducted an Agreed Upon Procedure (AUP) Audit on the COA mapping and in 2017 an AUP Audit was also conducted on the Baturaja II Project.

## 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. Perusahaan berupaya menindaklanjuti setiap temuan pelaksanaan audit oleh Kantor Akuntan Publik, sehingga secara efektif mampu menekan temuan - temuan di tahun berikutnya.

## 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.





# SISTEM PENGENDALIAN INTERNAL

## INTERNAL CONTROL SYSTEM

### PENGENDALIAN KEUANGAN DAN OPERASIONAL SERTA KEPATUHAN TERHADAP PERUNDANG-UNDANGAN LAINNYA

Sistem pengendalian di Perusahaan bertujuan untuk meningkatkan efektivitas dan efisiensi pengendalian kelayakan atas laporan keuangan, operasional, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku di Indonesia. Dalam hal ini, Perusahaan memiliki kebijakan terkait Sistem Pengendalian Internal yang memuat bahwa Direksi berperan dan memiliki tanggung jawab dalam mengawasi dan mengarahkan pelaksanaan sistem pengendalian internal (*set the tone from the top*). Penerapan Sistem Pengendalian Internal oleh Direksi dilakukan melalui penetapan kebijakan pengelolaan Perusahaan, rencana strategis dan struktur organisasi secara konsisten serta memenuhi kepatuhan terhadap regulasi yang berlaku.

Sementara Dewan Komisaris memiliki peran dan tanggung jawab mengawasi pengelolaan Perusahaan 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.

Selain itu, Perusahaan juga melibatkan pihak lainnya yakni Kantor Akuntan Publik (KAP), lembaga sertifikasi mutu, dan regulator sebagai upaya pengendali keuangan dan operasional yang berasal dari eksternal Perusahaan. Adapun KAP bertanggung jawab untuk memberikan penilaian atas kewajaran laporan keuangan. Sementara itu, lembaga sertifikasi mutu bertanggung jawab memberikan penilaian kesesuaian Perusahaan dengan standar mutu yang telah ditetapkan.

### KESESUAIAN SISTEM PENGENDALIAN INTERN DENGAN KERANGKA YANG DIAKUI SECARA INTERNASIONAL (COSO- INTERNAL CONTROL FRAMEWORK)

Sistem Pengendalian Internal yang dibentuk dan dikembangkan Perusahaan mengacu pada COSO *Internal Control Framework* dan PER-01/MBU/2011 sebagai acuan dalam pencapaian tujuan Pengendalian Internal secara keseluruhan. Direksi harus menetapkan suatu sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset perusahaan. Adapun komponen Sistem Pengendalian Internal berdasarkan konsep COSO, meliputi:

### FINANCIAL AND OPERATIONAL CONTROL AND COMPLIANCE WITH OTHER REGULATION

The control system in the Company aims to increase the effectiveness and efficiency of the feasibility control over financial reports, operations, and compliance with laws and regulations in force in Indonesia. In this case, the Company has a policy related to the Internal Control System which states that the Board of Directors has a role and responsibility in supervising and directing the implementation of the internal control system (*set the tone from the top*). The implementation of the Internal Control System by the Board of Directors is carried out by consistently establishing the Company's management policies, strategic plans and organizational structures as well as complying with applicable regulations.

While the Board of Commissioners has the role and responsibility of overseeing the management of the Company by the Directors and providing advice to the Directors including oversight of the implementation of the Company's Long Term Plan (RJPP), Company Work Plan and Budget (RKAP), provisions of the Articles of Association and General Meeting of Shareholders (GMS). In carrying out these tasks, the Board of Commissioners forms Committees under the Board of Commissioners namely the Audit Committee, Risk Management Committee, and the Nomination & Remuneration Committee.

In addition, the Company also involves other parties, namely Public Accounting Firms, quality certification bodies, and regulators as an effort to control finances and operations that come from external to the Company. The PAF is responsible for providing an assessment of the fairness of the financial statements. Meanwhile, the quality certification body is responsible for providing an assessment of the Company's conformity with the established quality standards.

### INTERNAL CONTROL SYSTEM'S COMPLIANCE WITH INTERNATIONALLY- RECOGNIZED FRAMEWORK (COSO INTERNAL CONTROL FRAMEWORK)

The Internal Control System formed and developed by the Company refers to the COSO Internal Control Framework and PER-01/MBU/2011 as a reference in achieving the overall Internal Control objectives. The Board of Directors must establish an effective internal control system to safeguard investment and company assets. The components of the Internal Control System are based on the COSO concept, including:



1. Lingkungan Pengendalian
2. Penilaian Risiko
3. Kegiatan Pengendalian
4. Informasi dan Komunikasi
5. Pemantauan

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring

Berikut implementasi penerapan COSO yang telah diterapkan oleh Perusahaan.

Following is implementation of the COSO application used by the Company.

| Komponen<br>Component                                     | Kesesuaian dengan Perusahaan<br>Company's Conformity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lingkungan Pengendalian<br>Control Environment            | Lingkungan pengendalian intern dalam Perusahaan yang dilaksanakan dengan disiplin dan terstruktur, yang terdiri dari: <ol style="list-style-type: none"> <li>1. Integritas, nilai etika dan kompetensi karyawan</li> <li>2. Filosofi dan gaya manajemen</li> <li>3. Cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya</li> <li>4. Pengorganisasian dan pengembangan sumber daya manusia</li> <li>5. Perhatian dan arahan yang dilakukan oleh Direksi</li> </ol> Internal control environment within the Company is implemented in a disciplined and structured manner, which consists of: <ol style="list-style-type: none"> <li>1. Integrity, ethical values and competence of employees</li> <li>2. Philosophy and management style</li> <li>3. The method adopted by management in exercising its authority and responsibilities</li> <li>4. Organization and development of human resources</li> <li>5. Attention and direction provided by the Board of Directors</li> </ol> |
| Penilaian Risiko<br>Risk Assessment                       | Pengkajian terhadap pengelolaan risiko usaha ( <i>risk assessment</i> ), yaitu suatu proses untuk mengidentifikasi, menganalisis, menilai pengelolaan risiko yang relevan.<br>Risk assessment of business management is a process for identifying, analyzing and assessing relevant risk management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Aktivitas Pengendalian<br>Control Activities              | Melakukan tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan Perusahaan 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 Perusahaan.<br>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<br>Information and Communication | Menyajikan laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh BUMN.<br>Menyajikan laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh SOE.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Aktivitas Pemantauan<br>Monitoring 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.<br>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 itu, implementasi Sistem Pengendalian Internal di Perusahaan juga menggunakan mekanisme pelaporan atas dugaan penyimpangan sebagaimana diamanahkan pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011. Mekanisme tersebut adalah Mekanisme Pengaduan (*Whistleblowing System*) yang digunakan untuk meningkatkan praktik transparansi dan keterbukaan informasi khususnya yang terkait dengan pelaporan pelanggaran baik yang dilakukan oleh karyawan maupun manajemen Perusahaan.

In addition, the implementation of the Company's Internal Control System also uses a reporting mechanism for alleged irregularities as mandated in the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011. The mechanism is the Complaint Mechanism (*Whistleblowing System*) which is used to improve transparency and information disclosure practices, especially those related to Whistleblowing both committed by employees and the Company's management.



## HASIL EVALUASI ATAS PELAKSANAAN SISTEM PENGENDALIAN INTERNAL PADA TAHUN BUKU

Perusahaan senantiasa memastikan penerapan Sistem Pengendalian Internal berjalan dengan konsisten untuk melihat efektivitas dan pengawasan terhadap ketidaksesuaian dalam mencari peluang perbaikan Perusahaan. Sistem Pengendalian Internal yang efektif dipercaya dapat membantu Perusahaan dalam meningkatkan kepatuhan Perusahaan terhadap ketentuan dan peraturan perundang-undangan yang berlaku.

Dalam rangka menjamin operasional Perusahaan yang sehat dan aman, Perusahaan senantiasa melakukan peninjauan dan evaluasi terhadap sistem tersebut. Selain itu, Perusahaan juga menerapkan kebijakan *Risk Based Audit* sejak proses perencanaan, pelaksanaan dan pelaporan oleh *process owner* yang didasarkan pada risiko-risiko strategis.

Melalui Satuan Pengawasan Internal, telah dilakukan penilaian terhadap Sistem Pengendalian Internal yang diberlakukan pada seluruh unit kerja Perusahaan. Hal itu dilakukan tidak terbatas melalui mekanisme audit rutin, tetapi juga audit khusus.

Adapun bentuk penilaian Sistem Pengendalian Internal dilakukan berdasarkan laporan-laporan hasil audit yang kemudian dikelompokkan sesuai dengan kategori sasaran (*objectives*) dan komponen dalam SPI (kerangka COSO). Selanjutnya, dilakukan analisis secara periodik tahunan, sehingga dapat dilakukan peningkatan (*improvement*) untuk komponen yang memerlukannya. Kegiatan analisis ini dilakukan dengan tujuan untuk mengukur keefektifan dari pencapaian sasaran SPI (operasional Perusahaan, keakurasian/keandalan laporan-laporan Perusahaan, serta kepatuhan terhadap Peraturan dan Perundangan yang berlaku).

Di tahun 2022, Perusahaan mengevaluasi efektivitas penerapan Sistem Pengendalian Internal atas laporan keuangan Perusahaan yang berakhir pada 31 Desember 2022 sesuai dengan kriteria yang ditetapkan oleh *Committee of Sponsoring Organizations (COSO) of The Treadway Commission*. Berdasarkan evaluasi tersebut, Perusahaan menilai bahwa sistem pengendalian internal atas Laporan Keuangan Perusahaan yang berakhir pada 31 Desember 2021 telah berjalan secara efektif.

## PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi telah melakukan *review* terhadap kecukupan Sistem Pengendalian Internal. Secara keseluruhan penerapan Sistem Pengendalian Internal di Perusahaan telah memadai dan selaras dengan kebijakan terkait.

## ASSESSMENT RESULTS ON THE IMPLEMENTATION OF INTERNAL CONTROL SYSTEM IN THE FISCAL YEAR

The company takes great care to ensure the consistent implementation of its Internal Control System in order to monitor discrepancies and identify opportunities for improvement. A well-functioning Internal Control System is essential to enhance the company's compliance with applicable laws and regulations.

To ensure the safety and soundness of its operations, the Company regularly reviews and evaluates its systems. Furthermore, it has implemented a Risk-Based Audit policy, which involves planning, implementation, and reporting by the process owner based on strategic risks.

The Internal Oversight Unit conducts assessments of the Internal Control System that applies to all work units of the Company. This is accomplished not only through routine audit mechanisms but also through special audits.

The assessment of the Internal Control System is based on audit reports, which are then categorized according to target objectives and components in the SPI (COSO framework). Additionally, an annual analysis is conducted to identify components that require improvement. The purpose of this analysis is to measure the effectiveness of achieving SPI targets, such as Company operations, accuracy and reliability of Company reports, and compliance with applicable laws and regulations.

In 2022, the Company evaluated the effectiveness of its Internal Control System for the financial statements ending December 31, 2022, in accordance with the criteria established by the Committee of Sponsoring Organizations (COSO) of The Treadway Commission. Based on this evaluation, the Company considers its Internal Control System for the financial statements ending December 31, 2021 to have operated effectively.

## STATEMENT OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Board of Directors has conducted a review of the Internal Control System and has concluded that its implementation in the Company is adequate and aligned with related policies.



# UNIT KERJA MANAJEMEN RISIKO

## RISK MANAGEMENT WORK UNIT

### PROFIL KEPALA UNIT KERJA MANAJEMEN RISIKO

### PROFILE OF HEAD OF RISK MANAGEMENT WORK UNIT

|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Fitria Margaretha</b><br/><b>Vice President Risk Management</b><br/>Vice President of Risk Management</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Warga Negara</b><br/>Nationality</p>                                        | <p>Indonesia</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Domisili</b><br/>Domicile</p>                                               | <p>Palembang, Sumatra Selatan<br/>Palembang, South Sumatra</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Usia</b><br/>Age</p>                                                        | <p>44 tahun pada akhir Tahun Buku 2022<br/>44 years as of the end of Fiscal Year 2022</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Tempat, Tanggal Lahir</b><br/>Place, Date of Birth</p>                      | <p>Pangkal Pinang, 07 September 1978<br/>Pangkal Pinang, September 07, 1978</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Riwayat Pendidikan</b><br/>Educational Background</p>                       | <p>Magister Manajemen, Universitas Sriwijaya (2020)<br/>Master of Management from Sriwijaya University (2020)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Riwayat Jabatan</b><br/>Position Background</p>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Riwayat Penunjukan</b><br/>Background of Appointment</p>                    | <p>Surat Keputusan Direksi No. PH.01.04/057/2022, sejak tanggal 01 Juli 2022<br/>Decree of the Board of Directors No. PH.01.04/057/2022, since July 01, 2022</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Pengalaman Kerja</b><br/>Work Experience</p>                                | <ol style="list-style-type: none"> <li>1. Vice President Risk Management (Juli 2022-sekarang)</li> <li>2. Vice President Human Resource &amp; General Affair (2020-2022)</li> <li>3. Vice President Human Resource (2018-2022)</li> <li>4. Senior Manager Asset and Office Management (2018-2018)</li> <li>5. Ka. Biro SDM (2014-2018)</li> <li>6. Pj. Ka. Biro SDM (2013-2014)</li> <li>7. Ka. Bagian Renbang SDM (2009-2013)</li> <li>8. Pj. Ka. Bagian Renbang SDM (2008-2009)</li> <li>9. Ka. Seksi Personalial Palembang (2007-2008)</li> <li>10. Pj. Ka. Seksi Personalial (2006-2007)</li> <li>11. Staf Biro 3 P Tk Seksi (2004-2006)</li> <li>1. Vice President of Risk Management (July 2022-present)</li> <li>2. Vice President of Human Resources &amp; General Affair (2020-2022)</li> <li>3. Vice President of Human Resources (2018-2022)</li> <li>4. Senior Manager Asset and Office Management (2018-2018)</li> <li>5. Head of HR Bureau (2014-2018)</li> <li>6. Acting Head of HR Bureau (2013-2014)</li> <li>7. Head of HR Development Planning Section (2009-2013)</li> <li>8. Acting Head of HR Development Planning Section (2008-2009)</li> <li>9. Head of Palembang Personnel Supervisor (2007-2008)</li> <li>10. Acting Head of Personnel Supervisor (2006-2007)</li> <li>11. Staff of Bureau 3 P Tk Supervisor (2004-2006)</li> </ol> |



## URAIAN TUGAS DAN TANGGUNG JAWAB

Rincian tugas dan tanggung jawab Unit Manajemen Risiko adalah:

1. Mengelola Penerapan Manajemen Risiko di Perusahaan.
2. Menyusun dan mengevaluasi Framework (kerangka kerja) penerapan manajemen risiko sesuai dengan ISO 31000:2018 dan aturan yang berlaku .
3. Menyusun rencana kerja Penerapan Manajemen Risiko.
4. Menyusun dan mengevaluasi *risk appetite* dan *risk tolerance statement* disesuaikan dengan tingkat budaya sadar risiko dan kebijakan manajemen risiko.
5. Menyusun dan melaksanakan program untuk peningkatan budaya sadar risiko.
6. Menyusun rencana pengembangan kompetensi fungsi *three lines defense*.
7. Membuat evaluasi dan rekomendasi atas kajian risiko *risk owner*.
8. Melakukan sosialisasi Manajemen Risiko kepada Insan Semen Baturaja.
9. Melakukan pendampingan *Monitoring* Komite Manajemen Risiko.
10. Melakukan analisa atas terjadinya *losses event* & Kajian Risiko.
11. Memantau dan mengevaluasi pelaksanaan manajemen risiko dalam rangka mencapai tingkat kematangan manajemen risiko yang ditetapkan.
12. Memonitoring atas realisasi Mitigasi Risiko.
13. Memantau, mereviu dan merevisi peraturan penerapan Manajemen Risiko yang baru.
14. Berkoordinasi dengan unit terkait dalam melakukan kajian risiko untuk pembuatan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP).
15. Pendampingan dan koordinator dalam melakukan Identifikasi, Analisis dan Evaluasi Risiko-risiko Korporat dan Investasi.

## STRUKTUR DAN KEDUDUKAN UNIT MANAJEMEN RISIKO

Kedudukan Unit Manajemen Risiko ditempatkan di bawah Direktorat Keuangan & Manajemen Risiko sesuai dengan Surat Keputusan Direksi No. PH.01.04/055A/2022 tanggal 01 Juli 2022.

## DESCRIPTION OF DUTIES AND RESPONSIBILITIES

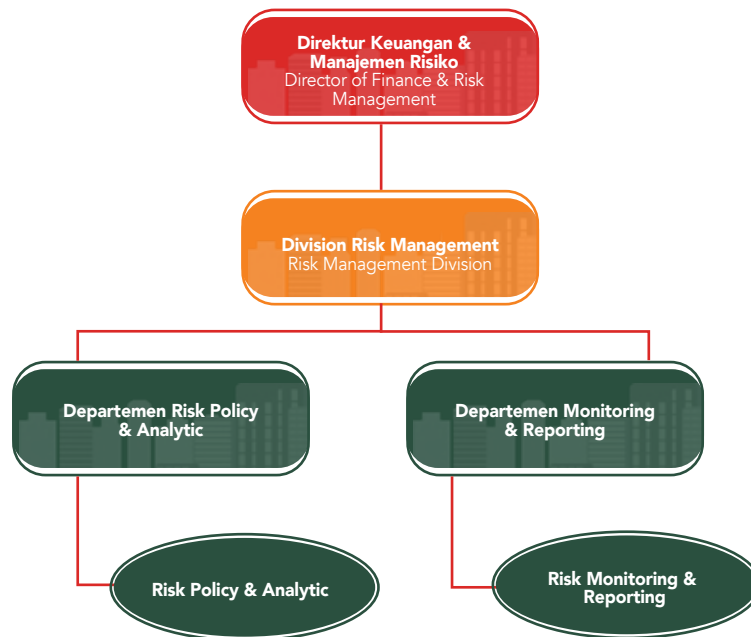
The Risk Management Unit is responsible for the following duties and responsibilities:

1. Managing the implementation of Risk Management in the Company.
2. Developing and evaluating the risk management implementation framework in accordance with ISO 31000:2018 and applicable regulations.
3. Developing a work plan for the implementation of Risk Management.
4. Preparing and evaluating risk appetite and risk tolerance statements based on the level of risk awareness culture and risk management policies.
5. Developing and implementing programs to enhance risk awareness culture.
6. Developing a competency development plan for the three lines of defense function.
7. Conducting evaluations and providing recommendations on risk owner risk assessment.
8. Disseminating Risk Management information to Semen Baturaja personnel.
9. Assisting the Monitoring of the Risk Management Committee.
10. Analyzing the occurrence of loss events and conducting risk studies.
11. Monitoring and evaluating the implementation of Risk Management to achieve the specified level of risk management maturity.
12. Monitoring the realization of Risk Mitigation.
13. Monitoring, reviewing, and revising new Risk Management implementation regulations.
14. Coordinating with related units to conduct risk studies for the preparation of the Company's Budget Work Plan (RKAP) and the Company's Long-Term Plan (RJPP).
15. Providing assistance and coordination in identifying, analyzing, and evaluating corporate and investment risks.

## STRUCTURE AND POSITION OF RISK MANAGEMENT UNIT

The Risk Management Unit is positioned under the Directorate of Finance & Risk Management, as per the Board of Directors Decree No. PH.01.04/055A/2022 dated July 01, 2022.





## JUMLAH KARYAWAN KOMITE ATAU UNIT KERJA MANAJEMEN RISIKO

Per 31 Desember 2022, Unit Kerja Manajemen Risiko berjumlah 7 (tujuh) personel dengan kualifikasi, sebagai berikut:

## NUMBER OF EMPLOYEES OF RISK MANAGEMENT COMMITTEE OR WORK UNIT

As of December 31, 2022, the Risk Management Work Unit had a total of seven personnel, who possess the following qualifications:

| No. No. | Nama Name         | Jabatan Position                           | Pendidikan Education                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------|-------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Fitria Margaretha | Vice President Risk Management             | 1. Magister (S2) Manajemen, Universitas Sriwijaya (2020)<br>2. Sarjana (S1) Manajemen Keuangan/Ekonomi, Universitas Muhammadiyah Palembang (2001)<br>1. Master of Management, Sriwijaya University (2020)<br>2. Bachelor degree of Financial Management/Economics, Palembang Muhammadiyah University (2001)                                                                                                                              |
| 2       | Adlin Melita      | Senior Manager Risk Policy & Analytic      | 1. Magister (S2) Sains, Universitas Muhammadiyah Palembang (2008)<br>2. Sarjana (S1) Ekonomi Manajemen, Universitas Sriwijaya (2005)<br>3. Diploma (D3) Administrasi Niaga, Politeknik Negeri Sriwijaya (2003)<br>1. Master of Science, University of Muhammadiyah Palembang (2008)<br>2. Bachelor degree of Management Economics, Sriwijaya University (2005)<br>3. Diploma Commerce Administration, Sriwijaya State Polytechnic (2003) |
| 3       | Ade Dwi Wijayanto | Senior Manager Risk Monitoring & Reporting | 1. Magister (S2) Manajemen, Universitas IGM (2021)<br>2. Sarjana (S1) Teknik Elektro, Universitas Lampung (2010)<br>1. Master of Management, IGM University (2021)<br>2. Bachelor degree of Electrical Engineering, University of Lampung (2010)                                                                                                                                                                                         |
| 4       | Andri Irawan      | Manager Risk Monitoring & Reporting        | Sarjana (S1) Ekonomi Manajemen, Universitas Muhammadiyah Palembang (2003)<br>Bachelor degree of Management Economics, Muhammadiyah University Palembang (2003)                                                                                                                                                                                                                                                                           |



|   |                      |                                        |                                                                                                                                                                                                                                                                        |
|---|----------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | Riza Aprianto        | Manager Risk Policy & Analytic         | 1. Sarjana (S1) Elektro, Universitas Tridianti Palembang (2016)<br>2. Diploma (D3) Listrik, Politeknik Negeri Sriwijaya (2008)<br>1. Bachelor degree of Electrical, Tridianti University Palembang (2016)<br>2. Diploma Electrical, Sriwijaya State Polytechnic (2008) |
| 6 | Arya Febby Widyatama | Supervisor Risk Policy & Analytic      | Sarjana (S1) Teknik Industri, Universitas Kristen Maranatha Bandung (2010)<br>Bachelor degree of Industrial Engineering, Maranatha Christian University Bandung (2010)                                                                                                 |
| 7 | Bona Maruli Sitohang | Supervisor Risk Monitoring & Reporting | Sarjana (S1) Teknik Mesin, Universitas Sriwijaya (2014)<br>Bachelor degree of Mechanical Engineering, Sriwijaya University (2014)                                                                                                                                      |

## PROGRAM PENGEMBANGAN KOMPETENSI MANAJEMEN RISIKO

Dalam rangka meningkatkan kompetensi Unit Kerja Manajemen Risiko, Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Rincian realisasi pengembangan kompetensi Kepala Unit Kerja Manajemen Risiko disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

Sementara, program pengembangan kompetensi yang diikuti oleh personel dalam lingkup organ Unit Kerja Manajemen Risiko di tahun 2022, adalah sebagai berikut:

## RISK MANAGEMENT COMPETENCY DEVELOPMENT PROGRAM

To enhance the competence of the Risk Management Work Unit, the Company provides customized competency development programs that align with the growth of its business. These programs may consist of training sessions, seminars, or workshops. Specifics of the Head of the Risk Management Work Unit's competency development progress are provided in the "Company Profile" section of this annual report.

Furthermore, the Company has planned the following competency development programs for personnel within the Risk Management Work Unit for 2022:

| No. | Pendidikan dan Pelatihan<br>Education and Training                                                                                                                                                                             | Penyelenggara<br>Organizer                                                                                                                                                                          | Tanggal<br>Date                                               |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 1   | Ujian Pelatihan Modul <i>Risk Management</i><br>Risk Management Module Training Exam                                                                                                                                           | I2LI - BUMN Infrastruktur dan Kementerian BUMN<br>I2LI - SOE Infrastructure and the Ministry of SOE                                                                                                 | Virtual, 24 Mei 2022<br>Virtual, May 24, 2022                 |
| 2   | Sertifikasi ISO 31000 Standar International Manajemen Risiko Fundamental ERM<br>ISO 31000 Certification International Standard ERM Fundamental Risk Management                                                                 | CRMS Indonesia                                                                                                                                                                                      | Jakarta, 06-08 Juni 2022<br>Jakarta, June 06-08, 2022         |
| 3   | Pelatihan dan Ujian Sertifikasi Manajemen Risiko di Bidang QCRO ( <i>Qualified Chief Risk Officer</i> )<br>Risk Management Certification Training and Examination in the Field of QCRO ( <i>Qualified Chief Risk Officer</i> ) | Lembaga Sertifikasi Profesi dan Center Risk Management & Sustainability (CRMS) & LSAP MKS<br>Professional Certification Institute and Center for Risk Management & Sustainability (CRMS) & LSAP MKS | Virtual, 20-21 Desember 2022<br>Virtual, December 20-21, 2022 |
| 4   | <i>Benchmarking</i> Implementasi Penerapan Manajemen Risiko di PT Semen Indonesia (Persero) Tbk<br>Benchmarking Implementation of Risk Management Implementation at PT Semen Indonesia (Persero) Tbk                           | PT Semen Indonesia (Persero) Tbk                                                                                                                                                                    | Virtual, November 2022<br>Virtual, November 2022              |
| 5   | <i>Sharing session</i> Pelaporan dan Aplikasi Manajemen Risiko<br>Sharing session on Reporting and Risk Management Application                                                                                                 | PT PUSRI Palembang & PT Semen Baturaja (Persero) Tbk                                                                                                                                                | Palembang, 24 Agustus 2022<br>Palembang, August 24, 2022      |
| 6   | <i>Benchmarking</i> Implementasi Penerapan Manajemen Risiko di PT Semen Padang<br>Benchmarking Implementation of Risk Management Implementation at PT Semen Padang                                                             | PT Semen Padang & PT Semen Baturaja (Persero) Tbk                                                                                                                                                   | Virtual, 22 Juni 2022<br>Virtual, June 22, 2022               |
| 7   | <i>Benchmarking</i> Implementasi Penerapan Manajemen Risiko di Kementerian Keuangan<br>Benchmarking Implementation of Risk Management Implementation in the Ministry of Finance                                                | Kementerian Keuangan Republik Indonesia<br>Ministry of Finance of the Republic of Indonesia                                                                                                         | Virtual, 15 Juni 2022<br>Virtual, June 15, 2022               |



## SERTIFIKASI SEBAGAI PROFESI MANAJEMEN RISIKO

## CERTIFICATION AS A RISK MANAGEMENT PROFESSION

| No.<br>No. | Sertifikasi<br>Certification                              | Penyelenggara<br>Organizer                                                                             | Peserta<br>Participant |
|------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------|
| 1          | Qualified Chief Risk Officer (QCRO)                       | Sertifikasi Profesi Manajemen Risiko (LSP-MKS)<br>Risk Management Professional Certification (LSP-MKS) | 1                      |
| 2          | Qualified Risk Management Profesional (QRMP)              | Sertifikasi Profesi Manajemen Risiko (LSP-MKS)<br>Risk Management Professional Certification (LSP-MKS) | 2                      |
| 3          | Enterprises Risk Management Certified Profesional (ERMCP) | Enterprise Risk Management Academy (ERMA)                                                              | 2                      |
| 4          | Certified Risk Associate (CRA)                            | Sertifikasi Profesi Manajemen Risiko (LSPMR)<br>Risk Management Professional Certification (LSP-MKS)   | 2                      |

## PELAKSANAAN TUGAS UNIT MANAJEMEN RISIKO

Sepanjang tahun 2022, Unit Kerja Manajemen Risiko telah melaksanakan kegiatannya sesuai dengan program kerja yang telah direncanakan. Berikut adalah uraian singkat pelaksanaan tugas yang dilakukan pada tahun buku:

1. Pengesahan revisi pedoman, piagam, kebijakan, *roadmap* dan SOP Manajemen Risiko.
2. Penyesuaian Kertas kerja risk register dengan kerangka kerja dari KBUMN dan telah diselaraskan dengan aplikasi *Risk Management System (RMS)*.
3. Perubahan SK *Risk Officer* telah disahkan oleh Direksi.
4. Pengkoordinasian penyusunan Buku Rencana Jangka Panjang Perusahaan (RJPP) harus dilengkapi dengan analisa risiko sesuai standar *risk register* yang berlaku.
5. Pengkoordinasian penyusunan *Key Performance Indicator (KPI)* Individu yang memasukkan risiko.
6. Pengkoordinasian uraian tugas pejabat struktural dengan risiko jabatan masing-masing.
7. Kegiatan Sosialisasi risiko-risiko utama Perusahaan kepada karyawan pelaksana dan memberikan pemahaman kembali kepada seluruh *Risk Owner* tentang konsep penilaian risiko telah dilaksanakan pada tanggal 24 Februari 2022.
8. Pengisian kertas kerja *critical analysis* oleh *Risk Owner* dan telah diinput ke *Dashboard* Pengendalian Biaya dan Risiko beserta rencana pembahasan pencapaian kinerja sales Triwulan 1 pada Minggu ke 2 Bulan April 2022.
9. Pembuatan Format *Risk Induction* untuk Serah Terima Jabatan (Sertijab) Promosi/Mutasi.
10. Melakukan komunikasi, koordinasi dan sosialisasi dengan unit kerja *Information and Communications Technology (ICT)* terkait pengembangan menu *monitoring* profil risiko operasional pada aplikasi *Risk Management System (RMS)* dan penambahan risiko korporat inventory management kepada unit kerja procurement.
11. Sosialisasi pengembangan aplikasi *Risk Management System (RMS)* berupa menu *monitoring* operasional.

## DUTIES IMPLEMENTATION OF RISK MANAGEMENT UNIT

Throughout 2022, the Risk Management Work Unit has executed its planned work program with diligence. The following is a brief summary of the tasks accomplished during the fiscal year:

1. Approved revisions to the guidelines, charters, policies, roadmaps, and SOPs pertaining to risk management.
2. Adjusted the risk register working paper to conform with the Ministry SOEs framework and integrated it with the Risk Management System (RMS) application.
3. Approved changes to the SK Risk Officer by the Board of Directors.
4. Coordinated the preparation of the Company's Long-Term Plan Book (RJPP), incorporating a risk analysis that adheres to the applicable standard risk register.
5. Coordinated the preparation of individual Key Performance Indicators (KPIs) that take into account risk factors.
6. Coordinated the job descriptions of structural officials with their respective job risks.
7. Disseminated the Company's main risks to implementing employees and provided a renewed understanding to all Risk Owners on the concept of risk assessment on February 24, 2022.
8. Completed critical analysis working papers by the Risk Owner and inputted them into the Cost and Risk Control Dashboard, along with a plan to discuss sales performance achievements in the 1st Quarter in the 2nd Week of April 2022.
9. Prepared a Risk Induction Format for Promotion/Mutation Position Handover.
10. Communicated, coordinated, and socialized with the Information work unit and Communications Technology (ICT) regarding the development of the monitoring menu operational risk profile in the Risk Management System (RMS) application and added inventory management corporate risk to the procurement work unit.
11. Disseminated the Risk Management System (RMS) application development in the form of an operational monitoring menu.



12. Pelaporan terkait evaluasi pengumpulan realisasi mitigasi profil risiko operasional kepada unit kerja *Human Resource & General Affair* (HRGA) terhadap KPI individu karyawan.
13. Pendampingan unit kerja *logistic* dalam mengisi *form critical analysis* untuk *dashboard* pengendalian target.
14. Pengajuan pengesahan SOP penerapan manajemen risiko kepada wakil manajemen dan pengesahan pedoman manajemen risiko kepada Direktur Keuangan & Manajemen Risiko
15. Identifikasi risiko positif terkait integrasi dengan Semen Indonesia Group (SIG).
16. Pendampingan SOP Penyusunan Anggaran berbasis risiko.
17. Pelaksanaan *sharing session* bersama dengan Komite Manajemen Risiko dan Komite Audit kepada unit kerja terkait di site Palembang, Baturaja dan Lampung.
18. *Focus Group Discussion (FGD)* dengan Komite Manajemen Risiko, Komite Audit dan Pemilik Risiko dengan agenda pembahasan evaluasi dan reviu Risiko Korporat Tahun 2022.
19. *Focus Group Discussion (FGD)* dengan Komite Manajemen Risiko, Komite Audit dan Pemilik Risiko dengan agenda pembahasan evaluasi dan reviu Risiko Korporat Tahun 2022.
20. Koordinasi dengan unit kerja *Division Human Resource & General Affair* terkait *Risk Induction* pada saat mutasi dan promosi pejabat SMBR.
21. Sosialisasi dan *sharing session* format laporan *monitoring* penanganan risiko korporat tahun 2022
22. Pendampingan konsultasi dan komunikasi penggunaan aplikasi *Risk Management System (RMS)*.
23. *Webinar assessment & self assessment Good Corporate Governance (GCG)* yang diikuti oleh team Manajemen Risiko.
24. Penyusunan level risiko tingkat *manager, senior manager* tahun 2023.
25. *Focus Group Discussion (FGD)* bersama *vice president* melalui rapat koordinasi Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2023.
26. Pendampingan pembuatan *risk register* dan profil risiko *take over* hutang, risiko piutang, risiko stagflasi, risiko terhadap dampak fluktuasi nilai mata uang asing terhadap rupiah, risiko *gap monitoring* dan *distribution center*.
27. Pengesahan SOP penerapan manajemen risiko, kebijakan, pedoman piagam dan *road map*.
28. Penyusunan Risiko *Losses Event* dan Kajian Risiko.
29. Pembuatan laporan *Monitoring Mitigasi Risiko RKAP* Korporat Triwulan I, II, III dan IV tahun 2022 yang telah dilaporkan kepada Direksi dan Dewan Komisaris pada bulan April 2022, Juli 2022, Oktober 2022 dan Januari 2023.
30. Memastikan risiko dikelola dengan baik dan *memonitoring* efektivitas mitigasi risiko unit kerja sesuai dengan rencana penanganan yang dibuat.
12. Report on the evaluation of operational risk mitigation efforts to the Human Resource & General Affairs (HRGA) unit, assessing individual employee performance against KPIs.
13. Assist the logistics team in completing the critical analysis form for the target control dashboard.
14. Submit the SOP for implementing risk management to management representatives for ratification, as well as the risk management guidelines to the Director of Finance & Risk Management.
15. Identify positive risks associated with integration with the Semen Indonesia Group (SIG).
16. Assist in developing a risk-based SOP for budgeting.
17. Conduct joint sharing sessions with the Risk Management Committee and Audit Committee for relevant work units at the Palembang, Baturaja, and Lampung sites.
18. Organize a Focus Group Discussion (FGD) with the Risk Management Committee, Audit Committee, and Risk Owners to evaluate and review Corporate Risk in 2022.
19. Arrange a Focus Group Discussion (FGD) with the Risk Management Committee, Audit Committee, and Risk Owners to discuss the evaluation and review of Corporate Risk in 2022.
20. Coordinate with the Human Resource & General Affairs Division on Risk Induction during the transfer and promotion of SMBR officials.
21. Disseminate and share the monitoring report format for handling corporate risk in 2022.
22. Provide consultation and communication support for using the Risk Management System (RMS) application.
23. Attend a webinar on Good Corporate Governance (GCG) self-assessment, together with the Risk Management team.
24. Compile risk levels at the manager and senior manager levels for 2023.
25. Organize a Focus Group Discussion (FGD) with the Vice President during the 2023 Corporate Work Plan and Budget (RKAP) coordination meeting.
26. Assist in creating risk registers and profiles for debt takeovers, accounts receivable risks, stagflation risks, risks of fluctuations in foreign currency values against the rupiah, and monitoring gaps and distribution centers.
27. Ratify SOPs for implementing risk management, policies, charter guidelines, and roadmaps.
28. Compile Losses Event Risk and Risk Assessment reports.
29. Prepare Risk Mitigation Monitoring Reports for Quarter I, II, III, and IV of 2022, which are to be reported to the Board of Directors and Board of Commissioners in April 2022, July 2022, October 2022, and January 2023.
30. Ensure that risks are managed effectively and monitor the effectiveness of work unit risk mitigation in accordance with the handling plan.



31. Pengukuran *Risk Maturity Level Assessment* tahun 2022 yang dilakukan oleh Divisi Internal Audit dengan menggunakan Jasa Konsultan Independen, yang dilaksanakan pada Desember 2022.
32. Peningkatan Kompetensi Personil Manajemen Risiko dengan melakukan Pelatihan dan Sertifikasi Profesi Manajemen Risiko.

## MEKANISME PENGANGKATAN DAN PEMBERHENTIAN UNIT KERJA MANAJEMEN RISIKO

Kepala unit kerja manajemen risiko diangkat dan diberhentikan oleh Direktur melalui surat keputusan Direksi Perusahaan.

31. Measure the Risk Maturity Level Assessment for 2022, which will be conducted by the Internal Audit Division with the assistance of an Independent Consultant in December 2022.
32. Increase the competence of Risk Management personnel by providing professional training and certification programs.

## MECHANISM OF APPOINTMENT AND DISMISSAL OF RISK MANAGEMENT WORK UNIT

The appointment and dismissal of the head of the risk management work unit is made through a Director's decree issued by the Company's Board of Directors.





# SISTEM MANAJEMEN RISIKO

## RISK MANAGEMENT SYSTEM



Risiko menjadi hal penting yang perlu dikelola sehingga tidak menimbulkan dampak berkelanjutan yang dapat berpengaruh pada stabilitas dan kelancaran kinerja Perusahaan. Untuk itu, Perusahaan telah mengembangkan Sistem Manajemen Risiko yang terintegrasi di tingkat korporasi dengan melibatkan masing-masing satuan kerja sejak dini. Terkait dengan hal tersebut, pengembangan Sistem Manajemen Risiko menjadi bagian yang tidak boleh luput dari strategi jangka panjang Perusahaan yaitu melalui pembentukan tim. Dalam hal ini, kegiatan analisis risiko Perusahaan meliputi kegiatan Identifikasi, Pengukuran, Pemetaan, dan Rekomendasi Risiko.

### DASAR PENERAPAN MANAJEMEN RISIKO DI PERUSAHAAN

Berpedoman pada perundang-undangan yang berlaku, Perusahaan telah menjalankan Sistem Manajemen Risiko di Perusahaan. Adapun dasar penerapan Manajemen Risiko tersebut, mencakup:

#### Peraturan Pemerintah:

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 tanggal 01 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.

Risk management is a critical matter that requires effective management to avoid potential impacts that could harm the Company's performance and stability. To this end, the Company has developed an integrated Risk Management System that involves all work units from the outset. This system is an essential part of the Company's long-term strategy, and a dedicated team has been formed to ensure its effectiveness. The team conducts various risk analysis activities, including Risk Identification, Measurement, Mapping, and Recommendations, to mitigate potential risks.

### BASIS OF RISK MANAGEMENT IMPLEMENTATION IN THE COMPANY

Guided by applicable laws and regulations, the Company has implemented a comprehensive Risk Management System. The underlying principles for this system are as follows:

#### Government Regulations:

In accordance with the 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 August 01, 2011, Article 25 states that:

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. 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 Perusahaan.

## PEDOMAN MANAJEMEN RISIKO

Unit Manajemen Risiko memiliki Pedoman Manajemen Risiko (*Risk Management Guidelines*) sebagai pedoman kerja dalam melaksanakan tugasnya. Pedoman ini pada tahun 2022 telah diperbaharui disahkan melalui Surat Keputusan Direksi No. PH.01.04/0061.A/2022 tanggal 01 Juli 2022. Pedoman Manajemen Risiko merupakan pedoman yang berisi mengenai bagaimana penerapan Manajemen Risiko di Perusahaan secara efektif mulai dari kebijakan, prosedur dan praktik manajemen yang bersifat sistematis atas aktivitas komunikasi dan konsultasi, penetapan konteks, identifikasi risiko, analisis risiko, evaluasi risiko, penanganan risiko serta pemantauan dan review. Hal-hal yang dimuat di dalam Pedoman Manajemen Risiko adalah:

1. BAB I Pendahuluan: Latar belakang, Tujuan dan Manfaat, Wujud Penerapan Manajemen Risiko, Ruang Lingkup, Referensi dan Definisi.
2. BAB II Profil Perusahaan dan Organisasi Manajemen Risiko: Sejarah, Visi Misi Perusahaan, Budaya Perusahaan dan Organisasi Manajemen Risiko.
3. BAB III Sistem Manajemen Risiko SMBR: Prinsip, Kerangka Kerja, Proses Penerapan, Dokumentasi Penerapan dan Three Lines of Defense dalam Manajemen Risiko.
4. BAB IV Pelaporan: Sistem, Jenis dan Periode Pelaporan.
5. BAB V Penutup.

## STRATEGI MANAJEMEN RISIKO

Dalam mewujudkan implementasi sistem manajemen risiko yang terarah, maka Perusahaan memiliki *Roadmap* Manajemen Risiko Perusahaan dari tahun 2020 sampai dengan 2023 yang disajikan pada grafik di bawah ini:

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

The Risk Management Unit operates in accordance with Risk Management Guidelines outlined in the Board Manual. This guide was recently updated in 2022 and was approved by the Board of Directors through Decree No. PH.01.04/0061.A/2022, issued on July 01, 2022. The Risk Management Guidelines provide a comprehensive framework for implementing effective risk management practices within the Company. This includes policies, procedures, systematic management practices, communication, consulting activities, context setting, risk identification, risk analysis, risk evaluation, risk management, monitoring, and review.

The matters contained in the Risk Management Guidelines are:

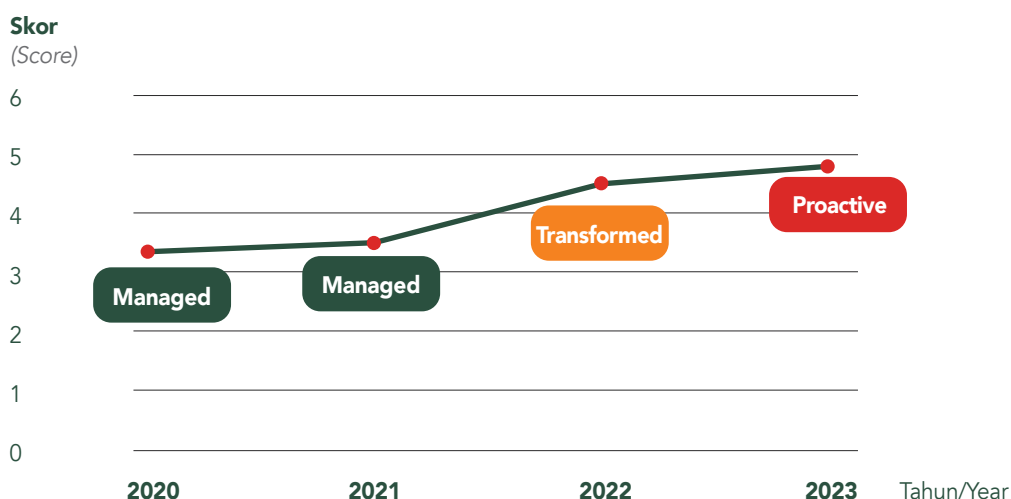
1. CHAPTER I Introduction: Background, Objectives and Benefits, Forms of Implementation of Risk Management, Scope, References and Definitions.
2. CHAPTER II Company Profile and Risk Management Organization: History, Company Vision and Mission, Corporate Culture and Risk Management Organization.
3. CHAPTER III SMBR Risk Management System: Principles, Framework, Implementation Process, Implementation Documentation and Three Lines of Defense in Risk Management.
4. CHAPTER IV Reporting: System, Type and Period of Reporting.
5. CHAPTER V Closing.

## RISK MANAGEMENT STRATEGIES

To achieve effective risk management, the Company has developed a Corporate Risk Management Roadmap spanning from 2020 to 2023. The Roadmap is depicted in the chart below:



### Maturity Level Assessment



Grafik *roadmap* di atas merupakan rencana *Division Risk Management* terhadap Tingkat Kematangan Implementasi Manajemen Risiko (*Risk Maturity Level*).

The graphic above represents the plan of the Risk Management Division for achieving the Risk Management Implementation Maturity Level (*Risk Maturity Level*).

## TINGKAT KEMATANGAN IMPLEMENTASI MANAJEMEN RISIKO 2022

Di tahun 2022, Perusahaan melakukan pengukuran tingkat kematangan penerapan Manajemen Risiko yang dilakukan oleh *Division Internal Audit*. Terkait dengan pengukuran ini, Perusahaan menggunakan jasa Konsultan Independen yakni PT Berkah Semesta Konsultama. Adapun hasil kualifikasi tersebut adalah *Transformed* (Matang) dan pencapaian skor kematangan 4,22 (empat koma dua puluh dua), dengan perincian dijelaskan pada tabel dibawah ini:

## MATURITY LEVEL OF 2022 RISK MANAGEMENT IMPLEMENTATION

In 2022, the Company plans to assess the maturity level of its Risk Management implementation through the Internal Audit Division. To ensure the accuracy and impartiality of the assessment, the Company has engaged the services of an independent consultant, PT Berkah Semesta Konsultama. The evaluation results are classified into different levels of maturity, with a score of 4.22 (four point twenty-two) indicating a 'Transformed' level of maturity. The details of the assessment are explained in the table below:

### Hasil Penilaian Profil Risiko 2022 2022 Risk Profile Assessment Results

| Komponen Pengukuran<br>Measurement Components                                            | Tingkat Kematangan<br>Maturity Level |                 | Predikat<br>Attribute                       |
|------------------------------------------------------------------------------------------|--------------------------------------|-----------------|---------------------------------------------|
|                                                                                          | Dalam Angka<br>Score                 | Dalam %<br>In % |                                             |
| Tata Kelola Manajemen Risiko<br>Risk Management Governance                               | 4,64                                 | 92,8            | <i>Transformed/</i><br>Matang<br>Quantified |
| Perencanaan Manajemen Risiko<br>Risk Management Planning                                 | 4,55                                 | 91,0            |                                             |
| Penerapan Tahapan Manajemen Risiko<br>Implementation of Risk Management Stages           | 4,37                                 | 87,4            |                                             |
| Pemantauan dan Evaluasi Manajemen Risiko<br>Monitoring and Evaluation of risk Management | 4,08                                 | 81,6            |                                             |
| Budaya Risiko<br>Risk Culture                                                            | 3,47                                 | 69,4            |                                             |
| <b>Rata-Rata<br/>Average</b>                                                             | <b>4,22</b>                          | <b>84,4</b>     |                                             |

Berdasarkan hasil pengukuran tersebut dapat disimpulkan bahwa mencerminkan budaya sadar risiko telah mulai, faktor positif utama, Perusahaan telah melaksanakan langkah-langkah substansial mitigasi untuk risiko kinerja dan risiko tingkat kesehatan keuangan utamanya melalui langkah efisiensi, upaya perluasan pemasaran, penagihan piutang macet serta

The results of the measurements indicate that the Company has made significant progress in cultivating a risk-aware culture, which is a positive factor. It has implemented various measures to mitigate performance and financial risks, primarily through efficient operations, expansion efforts, debt collection, and safety programs. To further enhance the

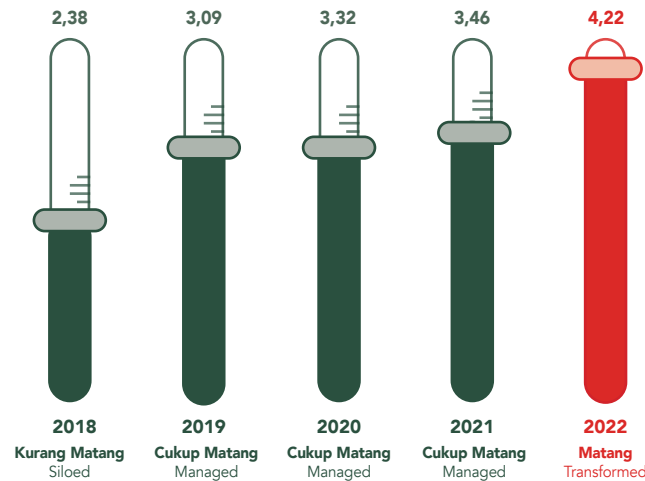


konsistensi dalam program keselamatan kerja, Untuk terus meningkatkan budaya risiko di masa yang akan datang, perlu dukungan yang konsisten dari Direksi serta peran konsultansi dari unit kerja Manajemen Risiko kepada para *risk owner*.

risk culture, ongoing support from the Board of Directors and consultation from the Risk Management unit to risk owners are necessary.

Berikut perkembangan Tingkat Kematangan Penerapan Manajemen Risiko Perusahaan yang digambarkan dalam bentuk grafik:

Below is a graphical representation of the Company's Risk Management Implementation Maturity Level development:



## TANTANGAN MANAJEMEN RISIKO PERUSAHAAN

Dalam menerapkan Manajemen Risiko, Perusahaan akan menemukan beberapa hambatan yang akan berdampak pada pencapaian Tujuan dan Sasaran Perusahaan, di antaranya:

1. Tingkat *awareness* (sadar budaya risiko) di Perusahaan terhadap pentingnya Manajemen Risiko yang masih rendah.
2. Tantangan terbesar kedua adalah masalah kompetensi sumber daya manusia yang memahami Manajemen Risiko masih belum memadai.
3. Proses penerapan Manajemen Risiko di Perusahaan belum semuanya berbasis sistem.
4. Besarnya Struktur Organisasi yang terbagi dalam 3 wilayah Operasional dan 1 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 di dalam melaksanakan mitigasi risiko.
7. Penerapan format *business continuity management*.

## CHALLENGES OF THE COMPANY'S RISK MANAGEMENT

In implementing Risk Management, the Company may encounter several obstacles that can affect the achievement of its goals and targets. These obstacles include the following:

1. The level of awareness regarding the importance of Risk Management in the Company's risk culture is still low.
2. The second biggest challenge is the inadequate understanding of Risk Management among human resources, resulting in a competence problem.
3. The process of implementing Risk Management in the Company is not fully system-based.
4. The size of the organizational structure, which is divided into 3 operational areas and 1 representative office area, requires coordination and preparation, which can be time-consuming.
5. Risk measurement and reporting are not yet effective and consistent.
6. There may be budget limitations in carrying out risk mitigation measures..
7. The application of a business continuity management format may present challenges.

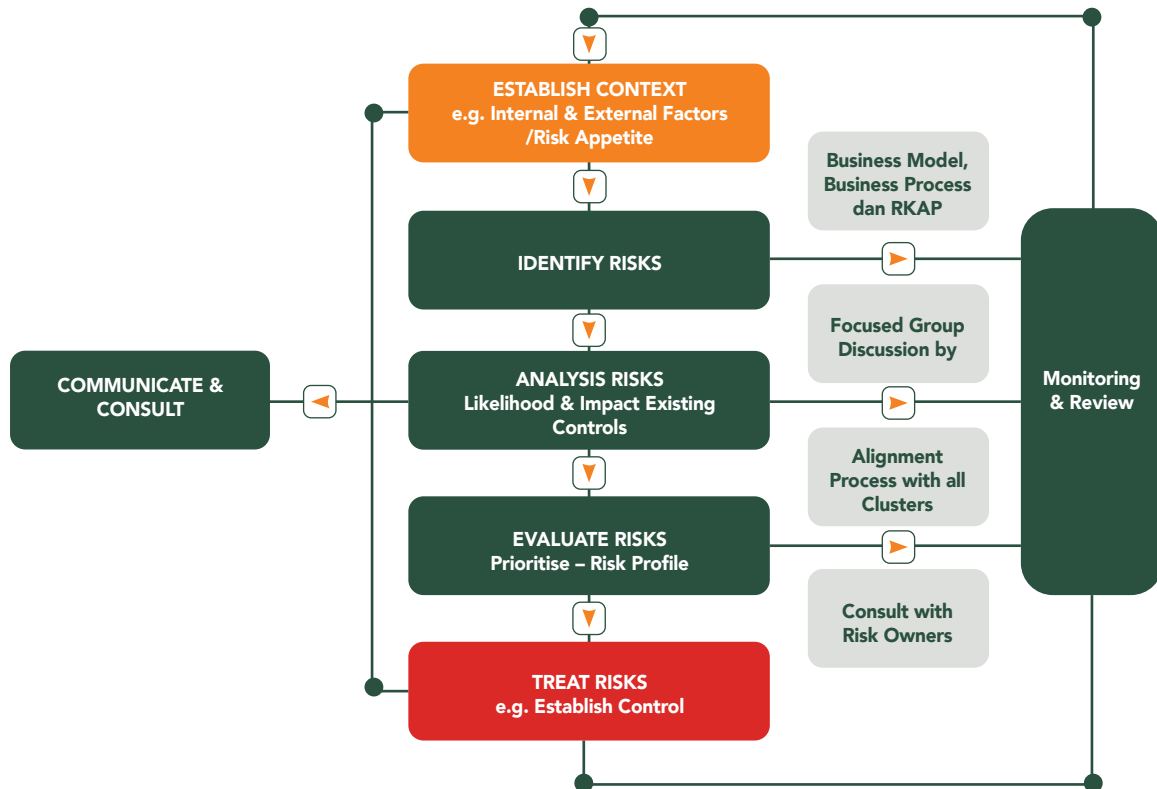
## PENJELASAN MENGENAI RISIKO-RISIKO YANG DIHADAPI PERUSAHAAN (PROFIL RISIKO)

Perusahaan telah melakukan identifikasi Risiko Korporat tahun 2022 yang disusun mulai pada bulan September sampai dengan Desember 2021, dengan kerangka kerja penyusunan profil risiko yang dilakukan Perusahaan berbasis ISO 31000, dengan tahapan sebagai berikut:

## DESCRIPTION OF RISKS FACED BY THE COMPANY (RISK PROFILE)

The Company has identified its Corporate Risks for 2022. This process took place from September to December 2021 and followed the framework for compiling a risk profile based on ISO 31000. The stages involved in this process are as follows:





Berdasarkan hasil kajian, pembahasan, serta Komunikasi dan *Focus Group Discussion* (FGD) yang telah dilakukan, dihasilkan profil risiko korporat sebanyak 10 (sepuluh) profil risiko pada awal tahun 2022. Adapun hasil kajian risiko korporat terkait Rencana Kerja Anggaran Perusahaan (RKAP) 2022 dan Rencana Tindak Lanjutnya adalah sebagai berikut:

1. Risiko penurunan pangsa pasar utama yang dikuasai Perusahaan.  
Dengan merencanakan survei rutin dan pengukuran indeks kepuasan pelanggan dengan tujuan mendapatkan informasi pasar secara update untuk menentukan strategi peningkatan pendapatan penjualan semen, menganalisa kinerja Distributor per Triwulan, menerapkan pelayanan *after sales* ke *channel* penjualan, melakukan program yang tepat ke *channel* penjualan, *product knowledge* dan *branding product*, mereviu dan memperbaiki strategi pemasaran dan penetrasi pasar serta meningkatkan efisiensi seluruh proses bisnis Perusahaan untuk menciptakan margin yang tinggi guna persaingan harga.
2. Risiko ketersediaan bahan baku tidak bisa memenuhi produksi dalam jangka panjang.  
Dengan merencanakan berkoordinasi dan pendekatan ke perangkat desa dan tokoh masyarakat setempat untuk mempengaruhi pemilik tanah untuk menjual tanahnya kepada Semen Baturaja (SMBR), penyesuaian rencana penambangan pada lahan yang telah dibebaskan, peningkatan status (izin usaha penambangan) IUP tambang III, melakukan proses verifikasi riwayat kepemilikan tanah dengan melibatkan tokoh masyarakat dan perangkat pemerintah, berkoordinasi dengan instansi terkait dengan legalitas objek tanah.

After conducting several studies, discussions, and Focus Group Discussions (FGD), the company has produced 10 corporate risk profiles for the early 2022 period. These corporate risk profiles are based on the 2022 Corporate Budget Work Plan (RKAP) and will be followed up as follows:

1. The risk of decreasing the Company's main market share.  
To address this risk, the Company will conduct routine surveys and gather updated market information to determine strategies to increase cement sales revenue. The Company will analyze the performance of its distributors quarterly, implement after-sales services for sales channels, develop appropriate programs for sales channels to enhance product knowledge and branding, review and improve marketing strategies and market penetration, and increase the efficiency of all of its business processes to create high margins for price competition.
2. The risk of inadequate availability of raw materials to meet long-term production needs.  
To address this risk, the Company will coordinate with village officials and local community leaders to encourage landowners to sell their land to Semen Baturaja (SMBR). The Company will adjust its mining plans for land that has been acquired, upgrade the status (mining business permit) of IUP mining III, carry out a history verification process for land ownership involving community leaders and government officials, and coordinate with agencies related to the legality of land objects.





3. Risiko piutang bermasalah dan atau piutang macet di antara para Distributor besar Perusahaan.  
Dengan merencanakan tidak memberlakukan penjadwalan piutang jatuh tempo, memberlakukan denda keterlambatan pembayaran, melakukan penagihan piutang secara berkala, melakukan evaluasi penilaian kinerja Distributor baik dari sisi target penjualan dan kepatuhan pembayaran sesuai *term of payment*.
4. Risiko fluktuasi Harga Acuan Batubara (HBA).  
Dengan merencanakan negosiasi ke vendor secara maksimal hingga mendapatkan harga paling rendah, mencari alternatif vendor lain yang mampu menyuplai harga barang yang sama dengan harga yang bersaing, menggunakan batubara dengan kalori rendah (GAR 4200 – 4500), pengaturan komposisi penggunaan batubara Bukit Asam sebesar 40% dan batubara non Bukit Asam sebesar 60%, melakukan kontrak pembelian batubara jangka panjang, melakukan pembelian bahan bakar alternatif sebagai pengganti batubara.
5. Risiko Penyimpangan distribusi semen.  
Dengan merencanakan penyempurnaan & update teknologi GPS untuk armada ekspediter, penyempurnaan & update sistem secara digital untuk menerapkan sistem check point, penerapan angkutan franco untuk seluruh wilayah, sanksi kepada Distributor & ekspediter sesuai dengan aturan yang berlaku.
6. Risiko ketidaktautan unit kerja dan atau *fraud* yang dilakukan mitra kerja terkait perhitungan kewajiban pajak atas transaksi signifikan yang dilakukan.  
Dengan merencanakan memberikan pelatihan kepada personil unit kerja *Accounting & finance* tentang perpajakan, memperbarui pengetahuan tentang peraturan perpajakan yang dikeluarkan oleh Pemerintah maupun dinas terkait.
7. Risiko ketidaksiapan Perusahaan untuk memanfaatkan keunggulan lokasi strategisnya di wilayah Sumatra Selatan dan Sumbagsel untuk mengoptimalkan efisiensi mata rantai pasok (*inbound dan outbound logistic*) guna menciptakan margin yang lebih besar dibandingkan margin pesaing.  
Dengan merencanakan penyempurnaan & update teknologi GPS untuk armada ekspediter, penyempurnaan & update sistem secara digital untuk menerapkan sistem *check point*, penerapan angkutan franco untuk seluruh wilayah, sanksi kepada Distributor & Ekspediter sesuai aturan yang berlaku.
8. Risiko *unexpected plant shutdown*.  
Dengan merencanakan melakukan *improvement* peralatan guna meningkatkan OEE, meningkatkan fungsi *monitoring & controlling* oleh manager terkait, pemanfaatan SAP sebagai perencanaan siklus inspeksi peralatan, memaksimalkan pemanfaatan data *reporting* (OWS *trending*) untuk *predictive maintenance*, *sharing knowledge system*, operasional dan *preventive* peralatan.
3. The risk of non-performing receivables and bad debts among the Company's major distributors.  
To mitigate this risk, the Company plans to implement several measures, including avoiding scheduling of overdue receivables, imposing penalties for late payments, regularly collecting receivables, and evaluating distributor performance based on both sales targets and payment compliance according to the terms of payment.
4. The risk of coal reference price fluctuations (HBA)  
To address this risk, the Company will negotiate with vendors to get the best possible price, search for alternative vendors that can supply goods at competitive prices, use low-calorie coal (GAR 4200 – 4500), set the composition of Bukit Asam's coal use at 40% and 60% non-Bukit Asam coal, enter into long-term coal purchase contracts, and purchase alternative fuels to replace coal.
5. The risk of irregularities in the distribution of cement.  
To mitigate this risk, the Company plans to improve and update GPS technology for its expedition fleets, implement a digital check-point system, implement franco transportation for all regions, and impose sanctions on distributors and forwarders in accordance with applicable regulations.
6. The risk of work units being unaware of, or partners committing fraud in relation to, tax obligations for significant transactions made.  
To mitigate this risk, the company plans to provide training to personnel in the Accounting and Finance departments on taxation matters, and keep their knowledge up-to-date with any relevant tax regulations issued by the government or other relevant agencies.
7. The risk of the company not taking full advantage of its strategic location in South Sumatra and South Sumatera regions to optimize supply chain efficiency (inbound and outbound logistics) and generate larger margins compared to competitors.  
To mitigate this risk, the company plans to improve and update the GPS technology used by its fleet, implement a digital check-point system, and use franco transportation for all regions. The Company also plans to impose sanctions on Distributors and Expeditors who do not comply with applicable regulations.
8. The risk of unexpected plant shutdown.  
To mitigate this risk, the company plans to carry out equipment improvements that increase Overall Equipment Effectiveness (OEE), improve monitoring and controlling functions by related managers, use the SAP system to plan equipment inspection cycles, maximize utilization of data reporting for predictive maintenance, and establish knowledge-sharing systems for both operational and preventive equipment.



9. Risiko tertinggalnya Perusahaan dibandingkan pesaing dalam memanfaatkan platform digital untuk mengelola mata rantai pasok.  
Dengan merencanakan melakukan analisa biaya manfaat dan *Feasibility study* atas pengembangan *platform* digital pendukung *supply chain management* secara terintegrasi *end to end* dan mengembangkan sistem yang dimaksud berdasarkan hasil analisa.
10. Risiko ketidakmampuan Perusahaan untuk bersaing terutama dalam mengantisipasi tuntutan pasar, tenaga kerja bertalenta dari kalangan *millennial*.  
Dengan merencanakan memberikan pelatihan kompetensi kepada karyawan dalam menghadapi industri 4.0.

9. The risk of being left behind by competitors in utilizing digital platforms to manage the supply chain can be mitigated by carrying out a cost-benefit analysis and a feasibility study on the development of a digital platform supporting supply chain management in an integrated end-to-end manner and developing the intended system based on the results of the analysis.
10. The risk of the Company's inability to compete, especially in anticipating market demands and attracting talented millennials, can be addressed by providing competency training to employees in dealing with industry 4.0.

Profil risiko korporat terkait RKAP dan tindak lanjutnya tahun 2022 sebanyak 10 (sepuluh) profil risiko. Di mana profil risiko tersebut telah disosialisasikan kepada Dewan Komisaris, Komite Manajemen Risiko, Direksi, Seluruh *Vice President*, dan *Risk Owner* pada bulan Januari 2022.

In January 2022, the Board of Commissioners, Risk Management Committee, Board of Directors, all Vice Presidents, and Risk Owners were briefed on the ten corporate risk profiles related to the RKAP and its follow-ups in 2022.

## MONITORING REALISASI MITIGASI RISIKO PERUSAHAAN TAHUN 2022

Realisasi atas mitigasi risiko (tindak lanjut) terhadap 10 (sepuluh) risiko tersebut, menunjukkan bahwa upaya mitigasi risiko dilakukan dengan baik. Dalam hal ini, terdapat perubahan risiko pada saat *monitoring*, baik peringkat risiko, penambahan, ataupun pengurangan terhadap risiko tersebut serta penanganan (mitigasi).

## REALIZATION OF COMPANY RISK MITIGATION IN 2022

The implementation of risk mitigation measures (follow-up) on the 10 corporate risks has shown that the efforts taken to mitigate these risks were carried out effectively. However, during the monitoring process, changes in risks were identified, including changes in risk ranking and the addition or reduction of risks requiring mitigation.

Seiring berjalannya waktu dengan melihat kondisi Perusahaan pada saat *monitoring* terdapat perubahan risiko, baik peringkat risiko, penambahan maupun pengurangan terhadap risiko tersebut serta penanganan (mitigasi). Adapun 10 (sepuluh) Risiko korporat pada awal tahun 2022 mengalami perubahan menjadi 12 (dua belas) risiko korporat untuk di-*monitoring* pada triwulan 1 (satu) tahun 2022, antara lain sebagai berikut:

Over time, as the Company's condition was monitored, changes were observed in the corporate risks, leading to an increase from 10 to 12 risks that need to be monitored during the first quarter of 2022. These risks include the following:

1. Risiko penurunan pangsa pasar utama yang dikuasai Perusahaan  
Dengan merencanakan survei rutin dan pengukuran indeks kepuasan pelanggan dengan tujuan mendapatkan informasi pasar secara update untuk menentukan strategi peningkatan pendapatan penjualan semen, menganalisa kinerja Distributor per triwulan, menerapkan pelayanan *after sales* ke *channel* penjualan, melakukan program yang tepat ke *channel* penjualan, *product knowledge* dan *branding product*, mereviu dan memperbaiki strategi pemasaran dan penetrasi pasar serta meningkatkan efisiensi seluruh proses bisnis Perusahaan untuk menciptakan margin yang tinggi guna persaingan harga.
2. Risiko ketersediaan bahan baku tidak bisa memenuhi produksi dalam jangka panjang.  
Dengan merencanakan berkoordinasi dan pendekatan ke perangkat desa dan tokoh masyarakat setempat untuk mempengaruhi pemilik tanah untuk menjual tanahnya kepada Perusahaan, Penyesuaian rencana penambangan

1. The risk of the Company losing its market share in the main market.  
To address this risk, the Company will conduct routine surveys to gather updated market information and measure customer satisfaction levels. It will then analyze distributor performance quarterly and offer after-sales services to sales channels. Additionally, the Company will implement suitable programs to increase sales channels' product knowledge and brand recognition. It will review and enhance its marketing strategies and market penetration to create high margins and maintain price competitiveness. Lastly, the Company will increase the efficiency of all its business processes.
2. The risk of insufficient raw materials for long-term production.  
To mitigate this risk, the Company plans to coordinate and engage with village officials and local community leaders to encourage land owners to sell their land to the Company. The Company will also adjust its mining



pada lahan yang telah dibebaskan, peningkatan status IUP tambang III, melakukan proses verifikasi riwayat kepemilikan tanah dengan melibatkan tokoh masyarakat dan perangkat pemerintah, berkoordinasi dengan instansi terkait dengan legalitas objek tanah.

3. Risiko piutang bermasalah dan atau piutang macet diantara para Distributor besar Perusahaan.  
Dengan merencanakan tidak memberlakukan penjadwalan piutang jatuh tempo, memberlakukan denda keterlambatan pembayaran, melakukan penagihan piutang secara berkala, melakukan evaluasi penilaian kinerja Distributor baik dari sisi target penjualan dan kepatuhan pembayaran sesuai *term of payment*.
4. Risiko fluktuasi Harga Acuan Batubara (HBA).  
Dengan merencanakan negosiasi ke vendor secara maksimal hingga mendapatkan harga paling rendah, mencari alternatif vendor lain yang mampu menyuplai harga barang yang sama dengan harga yang bersaing, menggunakan batubara dengan kalori rendah (GAR 4200 – 4500), pengaturan komposisi penggunaan batubara Bukit Asam sebesar 40% dan batubara non Bukit Asam sebesar 60%, melakukan kontrak pembelian batubara jangka panjang, melakukan pembelian bahan bakar alternatif sebagai pengganti batubara.
5. Risiko penyimpangan distribusi semen.  
Dengan merencanakan penyempurnaan & *update* teknologi GPS untuk armada Ekspediter, penyempurnaan & *update* sistem secara digital untuk menerapkan sistem *check point*, penerapan angkutan franco untuk seluruh wilayah, sanksi kepada Distributor & Ekspediter sesuai dengan aturan yang berlaku.
6. Risiko ketidaktahuan unit kerja dan atau *fraud* yang dilakukan mitra kerja terkait perhitungan kewajiban pajak atas transaksi signifikan yang dilakukan.  
Dengan merencanakan memberikan pelatihan kepada personil unit kerja *Accounting & Finance* tentang perpajakan, memperbarui pengetahuan tentang peraturan perpajakan yang dikeluarkan oleh Pemerintah maupun Dinas terkait.
7. Risiko ketidaksiapan Perusahaan untuk memanfaatkan keunggulan lokasi strategisnya di wilayah Sumatra Selatan dan Sumbagsel untuk mengoptimalkan efisiensi mata rantai pasok (*inbound dan outbound logistic*) guna menciptakan margin yang lebih besar dibandingkan margin pesaing.  
Dengan merencanakan penyempurnaan & *update* teknologi GPS untuk armada Ekspediter, penyempurnaan & *update* sistem secara digital untuk menerapkan sistem *check point*, penerapan angkutan franco untuk seluruh wilayah, sanksi kepada Distributor & Ekspediter sesuai aturan yang berlaku.
8. Risiko *unexpected plant shutdown*.  
Dengan merencanakan melakukan *improvement* peralatan guna meningkatkan OEE, meningkatkan fungsi *monitoring & controlling* oleh manager terkait, pemanfaatan *System Application and Processing* (SAP) sebagai perencanaan siklus inspeksi peralatan, memaksimalkan pemanfaatan data *reporting* (OWS

plans for acquired lands, upgrade the mining permit status to IUP III, verify land ownership history with the involvement of community leaders and government officials, and work with relevant agencies to ensure the legality of land objects.

3. The risk of non-performing receivables and/or bad debts among the Company's major distributors.  
To mitigate this risk, the Company plans to avoid scheduling overdue receivables, impose late payment penalties, collect receivables regularly, evaluate Distributor performance based on sales targets and payment compliance according to the terms of payment..
4. The risk of coal reference price fluctuation (HBA).  
To mitigate this risk, the Company plans to negotiate with vendors to get the lowest price possible, search for alternative vendors that can supply goods at competitive prices, use low-calorie coal (GAR 4200-4500), set the composition of Bukit Asam's coal use by 40% and 60% non-Bukit Asam coal, enter into long-term coal purchase contracts, and purchase alternative fuels to replace coal.
5. The risk of irregularities in the distribution of cement.  
To mitigate this risk, the Company plans to improve and update GPS technology for expedition fleets, digitally improve and update the system to implement a checkpoint system, implement franco transportation for all regions, and impose sanctions on distributors and forwarders in accordance with applicable regulations.
6. The risk of ignorance by work units and/or fraud committed by work partners regarding the calculation of tax obligations for significant transactions made.  
To mitigate this risk, the Company plans to provide training to Accounting and Finance personnel on taxation and update their knowledge of tax regulations issued by the Government and related agencies.
7. The risk of the Company's unpreparedness to take advantage of its strategic location advantages in the South Sumatra and South Sumatra regions to optimize supply chain efficiency (inbound and outbound logistics) to create larger margins than competitors.  
To mitigate this risk, the Company plans to improve and update GPS technology for expedition fleets, improve and update the digital system to implement a checkpoint system, implement franco transportation for all regions, and impose sanctions on Distributors and Expeditors according to applicable regulations.
8. To mitigate the risk of unexpected plant shutdown, the company can implement several measures, such as improving equipment performance to increase overall equipment effectiveness (OEE), enhancing monitoring and control functions through the involvement of relevant managers, utilizing the System Application and Processing (SAP) to plan equipment inspection cycles,



trending) untuk *predictive maintenance*, *sharing knowledge* sistem, operasional, dan *preventive* peralatan.

9. Risiko tertinggalnya Perusahaan dibandingkan pesaing dalam memanfaatkan *platform digital* untuk mengelola mata rantai pasok.  
Dengan merencanakan melakukan analisa biaya manfaat dan *Feasibility Study* atas pengembangan platform digital pendukung *supply chain management* secara terintegrasi *end to end* dan mengembangkan sistem yang dimaksud berdasarkan hasil analisa.
10. Risiko ketidakmampuan Perusahaan untuk bersaing terutama dalam mengantisipasi tuntutan pasar, tenaga kerja bertalenta dari kalangan *millennial*.  
Dengan merencanakan memberikan pelatihan kompetensi kepada karyawan dalam menghadapi industri 4.0.
11. Risiko terganggunya ketersediaan bahan baku penolong.  
Dengan merencanakan membuat *stock* minimum bahan baku penolong, memastikan ketersediaan bahan baku penolong mencukupi kebutuhan pemakaian 1 (satu) minggu untuk lokasi vendor masih di wilayah Sumbagsel dan mencukupi kebutuhan 1 (satu) bulan untuk lokasi vendor di luar wilayah Sumbagsel.
12. Risiko terjadinya *fraud* di unit kerja.  
Dengan merencanakan menerapkan budaya AKHLAK, sosialisasi *fraud* secara efektif dan intens ke seluruh karyawan, penandatanganan surat pernyataan Kepatuhan Pedoman Perilaku setiap tahun, memberikan sanksi tegas jika terbukti melakukan *fraud*, melakukan pengawasan/pemeriksaan terhadap kegiatan operasional melalui audit internal.

Pada *monitoring* realisasi Triwulan II tahun 2022 mengalami perubahan risiko kembali, baik peringkat risiko, penambahan maupun pengurangan terhadap risiko tersebut serta penanganan (mitigasi). Adapun 12 (dua belas) Risiko Korporat pada saat *monitoring* Triwulan I tahun 2022 mengalami perubahan menjadi 7 (tujuh) risiko untuk di monitoring pada Triwulan II tahun 2022, antara lain sebagai berikut:

1. Risiko penurunan pangsa pasar utama dikuasai Perusahaan.  
Dengan mengoptimalkan *market intelligence* untuk analisa pasar, *product knowledge* dan *branding product*, menerapkan pelayanan *after sales* ke *channel* penjualan, mengoptimalkan gudang *buffer* di seluruh wilayah Perusahaan, melakukan penataan distributor melalui evaluasi kinerja distributor per triwulan, melakukan penetrasi pasar yang belum dikuasai Perusahaan, menyediakan gudang *buffer* di tempat strategis seluruh

and maximizing the use of data reporting for predictive maintenance (OWS trending). ) Additionally, the company should promote sharing of system knowledge, operational best practices, and preventive maintenance measures to ensure that plant operations are efficient and effective.

9. The risk of falling behind competitors in the Company's utilization of digital platforms for supply chain management.  
To mitigate this risk, the Company plans to conduct a cost-benefit analysis and feasibility study to develop an integrated, end-to-end digital platform to support supply chain management. The intended system will be based on the results of the analysis.
10. Risk of the Company being unable to compete, particularly in anticipating market demands and attracting talented millennials to its workforce.  
To mitigate this risk, the Company can plan to provide competency training to employees to help them cope with the demands of industry 4.0.
11. Risk of disruption to the availability of supporting raw materials.  
To mitigate this risk, the Company plans to maintain a minimum inventory level of supporting raw materials. Specifically, we will ensure that the availability of supporting raw materials meets the usage needs of one week for vendor locations within the South Sumatra region, and one month for vendor locations outside the region.
12. Risk of fraud in the work unit.  
To mitigate this risk, the company plans to implement a culture of AKHLAK, which entails promoting ethical behavior and values among all employees. The company will also disseminate information about fraud prevention to employees intensively and effectively. Additionally, employees will be required to sign an annual Code of Conduct Compliance statement letter. The company will impose strict sanctions on any employee found guilty of fraud. To prevent fraud, the company will also conduct regular internal audits to supervise and examine operational activities.

During the second quarter of 2022, there will be changes in risk ratings, both additions and reductions, and how they will be mitigated. The twelve corporate risks that were monitored in the first quarter of 2022 have now been reduced to seven risks for monitoring in the second quarter. These risks include the following:

1. The risk of decreasing the main market share is under control by the company.  
This risk can be mitigated by optimizing market intelligence for market analysis, product knowledge, and branding. Furthermore, the company should implement after-sales services to sales channels, optimize buffer warehouses throughout the company area, manage distributors through quarterly performance evaluations, penetrate markets that the company has not yet mastered, provide buffer warehouses in strategic





wilayah penjualan, pengoptimalan gudang distributor, melakukan sinkronisasi perencanaan *demand supply* melalui *tactical demand and supply meeting* setiap bulan untuk mengoptimalkan keterlibatan unit sales dan logistic, melakukan perencanaan dan evaluasi harian menggunakan metode *scheduling & plotting* armada dengan mengoptimalkan keterlibatan Distributor dan Ekspediter, penambahan armada melalui kerjasama dengan Vendor lain baik jalur Kerja Sama Operasional (KSO) maupun sebagai ekspediter pendamping untuk menghadapi peningkatan order (*high season*)

2. Risiko tidak tertagihnya piutang usaha.  
Dengan merencanakan memastikan seluruh piutang termasuk dengan jaminan sesuai SOP, melakukan *update* perbaikan terhadap SOP Pencatatan dan Penagihan Piutang tentang aturan/pasal terkait *grace period*, penerapan sanksi dan memperketat aturan penjadwalan kembali, melakukan kerja sama dengan Jaksa Pengacara Negara (JPN) dalam penagihan piutang usaha.
3. Risiko ketersediaan bahan baku tidak bisa memenuhi produksi dalam jangka panjang (>10 Tahun).  
Dengan merencanakan percepatan kelengkapan dokumen izin teknis dan lingkungan Tambang 3 (T3), percepatan peningkatan status Izin Usaha Penambangan (IUP) T3, pembangunan infrastruktur dan fasilitas penunjang Tambang T3, berkoordinasi dengan lintas divisi dan instansi terkait.
4. Risiko terganggunya bahan bakar pabrik.  
Dengan merencanakan mencari alternatif Vendor lain yang mampu menyuplai barang yang sama dengan harga yang bersaing, melakukan analisa dan *trial* untuk menggunakan batubara kalori rendah (GAR 4200 – 4500), melakukan analisa bahan bakar alternatif sebagai pengganti batubara.
5. Risiko *unexpected plant shutdown*.  
Dengan merencanakan melakukan koordinasi dan pelaporan hasil inspeksi & hasil cek kondisi peralatan bulanan, memaksimalkan fasilitas tempat penyimpanan yang tersedia, meningkatkan *condition monitoring* peralatan, melakukan pembelian *security part* prioritas dan kebutuhan anggarannya, melakukan koordinasi secara intens terkait *stock* dan kualitas material, *sharing knowledge* sistem, operasional dan *preventive* peralatan.
6. Risiko tersedianya *spare part* saat dibutuhkan.

Dengan merencanakan menjalankan SOP *Inventory Management* yang terintegrasi dengan rencana produksi dan rencana pemeliharaan, melaksanakan program *Material Requirement Planning* (MRP) yang telah tersedia di *Enterprise Resource Planning* (ERP) SAP untuk mengontrol *inbound* dan *outbound inventory*, penyusunan ulang terhadap posisi *sparepart*.

7. Risiko ketersediaan bahan baku penolong.  
Dengan merencanakan membuat *stock* minimum bahan baku penolong, memastikan ketersediaan bahan baku penolong mencukupi kebutuhan pemakaian 1 (satu) minggu untuk lokasi Vendor masih di wilayah Sumbagsel dan mencukupi kebutuhan 1 (satu) bulan untuk lokasi Vendor di luar wilayah Sumbagsel, membeli bahan

locations throughout the sales area, optimize distributor warehouses, and synchronize demand supply planning through monthly tactical demand and supply meetings. Additionally, the company should carry out daily planning and evaluation using the scheduling & plotting method of fleets, by involving Distributors and Forwarders. It should also add to the fleet through collaboration with other vendors, both through the Operational Cooperation (KSO) route and as accompanying forwarders to deal with increased orders during high season.

2. Risk of uncollectible trade receivables.  
To address this issue, we will ensure that all receivables are guaranteed according to the standard operating procedure. Additionally, we will update the SOP for Recording and Collecting Receivables, with a focus on improving rules related to grace periods, imposing strict sanctions, and rescheduling rules. Furthermore, we will collaborate with the State Attorney's Office to collect accounts receivable effectively.
3. Risk of insufficient availability of raw materials for long-term production (> 10 years).  
To address this risk, the company plans to expedite the completion of technical and environmental permit documents for Mine 3 (T3), accelerate the upgrading of the T3 Mining Business Permit (IUP) status, develop infrastructure and supporting facilities for the T3 mine, and coordinate with relevant divisions and agencies.
4. Risk of disruption to the supply of fuel to the factory.  
To mitigate this risk, the company plans to identify alternative vendors who can supply similar goods at competitive prices, conduct analysis and trials on the use of low-calorie coal (GAR 4200-4500), and explore alternative fuels as substitutes for coal.
5. Risk of unexpected plant shutdown.  
To mitigate this risk, the company plans to coordinate and report on inspection and monthly equipment condition checks, maximize available storage facilities, improve equipment condition monitoring, prioritize the purchase of security parts and allocate the necessary budget, engage in intense coordination regarding stock and material quality, and share system knowledge and operational and preventive equipment.
6. Risk of inadequate availability of spare parts when needed.  
To mitigate this risk, the company plans to implement an integrated inventory management SOP that aligns with production and maintenance plans, utilize the Material Requirement Planning (MRP) program available in the SAP Enterprise Resource Planning (ERP) system to control inbound and outbound inventory, and reorganize the position of spare parts.
7. Risk of inadequate availability of auxiliary raw materials.  
To address this risk, the company plans to maintain a minimum stock of supporting raw materials, ensure the availability of supporting raw materials to meet usage needs for one week for vendor locations still in the South Sumatra region and one month for vendor locations outside the Sumbagsel area, procure alternative raw





baku alternatif pengganti pasir silika yang belum mendapatkan izin tambang di Pabrik Baturaja (PBR), memanfaatkan *storage* di PBR 1 yang belum beroperasi sebagai *buffer* di musim hujan (khususnya *pozzolan*), memanfaatkan ketersediaan tongkang yang siap angkut untuk memaksimalkan penerimaan Pabrik Panjang (PPJ), dalam hal ini *gypsum* dimasukkan ke dalam *close storage* sedangkan LIF A dan pasir besi diletakkan di *open storage*.

Dalam penerapannya, *monitoring* risiko di tahun 2022 disusun dan dilakukan secara komprehensif pada proses bisnis di setiap unit kerja, dengan melalui tahapan proses pemantauan risiko yang diikuti dengan proses komunikasi dan koordinasi secara berkesinambungan untuk memastikan efektivitas pelaksanaan atas mitigasi risiko (tindak lanjut) yang telah dilakukan dengan baik dan sesuai dengan rencana yang telah ditetapkan. Hal ini diharapkan dapat meminimalisir dan mengendalikan potensi risiko Perusahaan.

*Monitoring* Realisasi Mitigasi Risiko yang dilaksanakan Perusahaan dilakukan dalam 4 (empat) periode, yaitu:

1. Periode Triwulan 1 dilakukan dari bulan Januari sampai dengan Maret 2022 yang dilaporkan pada bulan April 2022.
2. Periode Triwulan 2 dilakukan dari bulan April sampai dengan Juni 2022 yang dilaporkan pada bulan Juli 2022.
3. Periode Triwulan 3 dilakukan dari bulan Juli sampai dengan September 2022 yang dilaporkan pada bulan Oktober 2022.
4. Periode Triwulan 4 dilakukan dari bulan Oktober sampai dengan Desember 2022 yang dilaporkan pada bulan Januari 2023.

Selanjutnya, Laporan *Monitoring* Realisasi Mitigasi Risiko tahun 2022 akan dilaporkan kepada Dewan Komisaris setelah mendapat persetujuan dari Direksi.

Pada saat dilakukan penyusunan, Perusahaan telah mempunyai kriteria mengenai batas tingkat risiko yang dapat diterima. Untuk itu, dalam melakukan evaluasi risiko, risiko yang telah dianalisis/diukur peringkatnya berdasarkan tingkat atau nilai risiko digunakan untuk menentukan prioritas pengelolaannya.

Kemudian, risiko yang teridentifikasi tersebut akan dikelola Perusahaan dengan mempertimbangkan rencana perlakuan yang sesuai. Hal tersebut diharapkan dapat menurunkan risiko Perusahaan dibandingkan dengan sebelum perlakuan tersebut dilakukan.

Dalam hal ini, hasil penyusunan terhadap risiko yang teridentifikasi menunjukkan tingkat risiko setelah memperhatikan pengendalian yang ada masih relatif tinggi. Oleh karena itu, Perusahaan memerlukan peningkatan pengendalian atau alternatif perlakuan risiko yang lain untuk mengurangi risiko sampai pada tingkat yang dapat diterima.

materials to replace silica sand for which a mining permit has not yet been obtained at the Baturaja Plant (PBR), utilize storage at PBR 1 that has not yet operated as a buffer during the rainy season (especially pozzolan), take advantage of the availability of ready-to-transport barges to maximize revenue at the Panjang Plant (PPJ), and store gypsum in closed storage while LIF A and iron sand are placed in open storage.

In 2022, the implementation of risk monitoring will be carried out in a comprehensive manner throughout the Company's business processes, involving each work unit. The risk monitoring process will be executed in stages, and continuous communication and coordination processes will be established to ensure the effectiveness of the risk mitigation implementation, which will be carried out in accordance with the pre-established plan. The ultimate goal is to minimize and control potential risks faced by the Company.

The Company monitors the realization of risk mitigation in four distinct periods. These periods are as follows:

1. The first quarter period spans from January to March 2022 and is reported in April 2022.
2. The second quarter period spans from April to June 2022 and is reported in July 2022.
3. The third quarter period spans from July to September 2022 and is reported in October 2022.
4. The fourth quarter period spans from October to December 2022 and is reported in January 2023.

In addition, the report on the realization of risk mitigation for 2022 will be presented to the Board of Commissioners once it has been approved by the Board of Directors.

During the preparation stage, the Company has established specific criteria for acceptable risk limits. As a result, in conducting a risk evaluation, the identified risks are ranked based on their level or value to determine management priorities.

Next, the Company will manage the identified risks by implementing an appropriate treatment plan, with the aim of reducing risks compared to the pre-treatment stage.

However, the results of the risk evaluation indicate that, despite existing controls, the level of risk is still relatively high. Therefore, the Company requires increased control measures or alternative risk treatments to reduce the risk to an acceptable level.



## PENJELASAN MENGENAI HASIL REVIU YANG DILAKUKAN ATAS SISTEM MANAJEMEN RISIKO PADA TAHUN BUKU (EVALUASI KINERJA)

Perusahaan senantiasa melakukan evaluasi penerapan Sistem Manajemen Risiko yang diterapkan di Perusahaan. Hal ini dilakukan dengan tujuan untuk menilai tingkat kematangan penerapan Manajemen Risiko. Hingga 31 Desember 2022, penerapan Manajemen Risiko di lingkup Perusahaan telah berjalan semestinya. Namun, Perusahaan tetap perlu menyusun rencana sosialisasi secara konsisten penerapan manajemen risiko, membangun sistem manajemen risiko secara menyeluruh untuk penerapan manajemen risiko, implementasi tindak lanjut hasil rekomendasi *Risk Maturity Level* dan *Draft Pedoman Business Continuity Management (BCM)*. Upaya-upaya ini diharapkan dapat meningkatkan efektivitas sistem Manajemen Risiko.

## PERBAIKAN DAN PENINGKATAN PENGELOLAAN RISIKO

1. Konsisten Upaya Peningkatan Budaya Risiko  
Untuk meningkatkan efektivitas dan mencapai tujuan penerapan manajemen risiko, *Division Risk Management*, senantiasa berupaya meningkatkan komitmen pimpinan Perusahaan untuk memberi dukungan dan kontribusi penuh dalam penerapan manajemen risiko, mengembangkan budaya sadar risiko (*corporate risk culture*) ke seluruh proses bisnis Perusahaan 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.
2. Pengembangan ke arah *Risk Based Internal Audit (RBIA)*  
Hasil *Risk Assessment* risiko yang telah ada dapat dijadikan pijakan bagi *Division 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 Audit/RBIA*).
3. Integrasi Manajemen Risiko  
Dalam upaya pengembangan *Enterprise Risk Management*, Perusahaan berencana dan telah melakukan penyusunan kebijakan strategis RJPP, RKAP dan *Project-Project* pengembangan Perusahaan dengan mengintegrasikan Pedoman Manajemen Risiko ke dalam Sistem Manajemen Semen Baturaja (SMSB) sebagai salah satu bentuk pengendalian internal.
4. Pengembangan aplikasi manajemen risiko berbasis teknologi informasi  
Saat ini Perusahaan telah memiliki sistem yang digunakan untuk mengelola risiko, yaitu *Risk Management System (RMS)*. RMS merupakan suatu sistem yang digunakan untuk penyusunan Profil Risiko di Perusahaan, sistem ini akan terus dievaluasi untuk mengikuti dan menyesuaikan

## EXPLANATION ON RESULTS OF REVIEW OF THE RISK MANAGEMENT SYSTEM IN THE FISCAL YEAR (PERFORMANCE ASSESSMENT)

The Company carries out a continuous evaluation of the implementation of its Risk Management System to assess the maturity level of its implementation. As of December 31, 2022, the implementation of Risk Management within the Company has been functioning correctly. However, the Company recognizes the need to further develop a consistent plan for disseminating information regarding risk management implementation, building a comprehensive risk management system, implementing Risk Maturity Level evaluation guidelines, and following Business Continuity Management (BCM) Guidelines. These efforts are aimed at improving the effectiveness of the Risk Management system.

## IMPROVEMENTS AND ENHANCEMENTS OF RISK MANAGEMENT

1. Consistent Efforts to Improve Risk Culture  
In order to increase the effectiveness and achieve the objectives of implementing risk management, the Risk Management Division is constantly working to enhance the commitment of the Company's leaders to provide full support and contribution to the implementation of risk management. This includes developing a corporate risk culture throughout the Company's business processes by emphasizing the concept of risk as everyone's responsibility (*risk is everybody's business*) through continuous outreach, competence development, and learning processes through Risk Management training, both in general and specifically.
2. Development Towards Risk-Based Internal Audit (RBIA)  
The results of existing risk assessments can be used as a basis for the Risk Management Division to develop Risk Management implementation. In the future, these results should be integrated with the Internal Audit Division in conducting audits, known as Risk-Based Audit (RBIA).
3. Integration of Risk Management  
In an effort to develop Enterprise Risk Management, the Company plans and has prepared strategic policies, operational plans, and Company development projects by integrating Risk Management Guidelines into the Semen Baturaja Management System (SMSB) as a form of internal control.
4. Development of information technology-based risk management applications  
The Company is currently utilizing the Risk Management System (RMS) to manage risks and prepare Risk Profiles. However, in order to keep up with dynamic Risk Management developments, the RMS will be continuously evaluated and adjusted.



perkembangan Manajemen Risiko yang bersifat dinamis. Namun ke depannya Perusahaan akan terus melakukan pengembangan Sistem Manajemen Risiko berbasis teknologi lainnya yang hal tersebut menjadi pertimbangan manajemen, yaitu melalui:

- Penggunaan aplikasi manajemen risiko berbasis teknologi informasi secara menyeluruh pada penerapan manajemen risiko.
- Pengintegrasian aplikasi manajemen risiko dengan sistem informasi lainnya.
- Penyesuaian pada aplikasi *risk management system* (RMS).

### PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Direksi senantiasa melakukan *review* atas kecukupan sistem manajemen risiko secara berkala. Dalam hal ini, Direksi dan Dewan Komisaris memiliki pandangan bahwa sistem tersebut telah dijalankan dengan baik dan selaras dengan regulasi terkait, sehingga sistem manajemen risiko yang diimplementasikan Perusahaan telah memadai.

Furthermore, the Company is also planning to develop other technology-based Risk Management Systems in the future, as deemed necessary by management

- Implementation of comprehensive risk management through the use of information technology-based risk management applications.
- Integration of risk management applications with other information systems.
- Making adjustments to the existing 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 conducts periodic reviews to assess the sufficiency of the risk management system. Both the Board of Directors and Board of Commissioners agree that the system has been implemented properly and in compliance with relevant regulations, indicating that the Company's risk management system is adequate.



## PERKARA PENTING SIGNIFICANT CASES

Di tahun 2022, Perusahaan menghadapi 2 (dua) perkara penting, yang diuraikan sebagai berikut:

In 2022, the Company faces 2 (two) Significant Cases, which are described as follows:

| No. | Pokok Perkara/Gugatan<br>Lawsuit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Status Penyelesaian Perkara/<br>Gugatan<br>Lawsuit Settlement Status                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Pengaruh terhadap<br>Perusahaan<br>Impact to the Company                                                                                                                                                                                                                                                                        |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | <p><b>Klaim Kerusakan Gear Box Tianjin Cement Industry &amp; Research Institute Co., Ltd (TCDRI)</b></p> <p>SMBR melakukan kerja sama pembangunan Pabrik Baturaja II (BTA II) dengan Tianjin Cement Industry &amp; 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, SMBR mengajukan klaim sebesar Rp24.424.292.000 pada tanggal 28 Agustus 2019. Hasil korespondensi pada tanggal 29 September 2020 TCDRI menyatakan hanya bersedia membayar sebesar Rp12.162.600.000 Miliar dari total pengajuan klaim. Maka pada tanggal 05 Oktober 2020 Perusahaan menyatakan bersedia menerima pembayaran Rp12.162.600 Miliar, namun Perusahaan akan tetap menagih sisa dari total klaim yang diajukan.</p> <p><b>Claim of Gearbox Damage from Tianjin Cement Industry Design &amp; Research Institute Co., Ltd (TCDRI)</b></p> <p>In 2015, the Company entered into a partnership with Tianjin Cement Industry Design &amp; Research Institute Co., Ltd (TCDRI) to construct the Baturaja II (BTA II) factory. The plant commenced operations in 2017. However, on March 29, 2019, the Company observed gearbox damage at the BTA II factory. Consequently, on August 28, 2019, the Company filed a claim amounting to IDR24,424,292,136 for the damage. On September 29, 2020, TCDRI corresponded that they would only pay IDR12,162,600,000 (in full Rupiah) of the total claims submitted. Despite this, the Company stated on October 05, 2020 that it would accept payment of IDR12,162,600,000 but still pursue the remaining amount of the total claim submitted.</p> | <p>Sampai dengan tanggal penyelesaian laporan keuangan, Perusahaan sedang sisa nilai klaim Perseroan yang ditolak oleh TCDRI yaitu sebesar Rp12.261.692.000.</p> <p>At the date of completion of the financial statements, SMBR is currently in the process of resolving disputes and undergoing arbitration proceedings at the Indonesian National Arbitration Board (BANI).</p>                                                                                                                                                | <p>Berpotensi menimbulkan kerugian bagi Perseroan sesuai sisa nilai klaim Perseroan yang ditolak oleh TCDRI yaitu sebesar Rp12.261.692.000.</p> <p>The Company faces the potential of incurring losses according to the remaining value of its rejected claims against TCDRI, which amounts to IDR12,261,692,000.</p>           |
| 2.  | <p><b>Tanggung Jawab Hukum Kontrak Kerjasama Pemborongan Pekerjaan/ Alih Daya</b></p> <p>PT Semen Baturaja Tbk melakukan kerja sama dengan PT Esbe Yasa Pratama terkait perjanjian Pemborongan Pekerjaan/ Alih Daya. Permasalahan hukum ini bermula dari berakhirnya perjanjian Pemborongan Pekerjaan/ Alih Daya antara PT Semen Baturaja Tbk dengan PT Esbe Yasa Pratama selaku Penyedia Tenaga Kerja Alih Daya. 30 orang eks tenaga kerja diberhentikan oleh PT Esbe Yasa Pratama merasa dirugikan oleh PT Semen Baturaja Tbk. PT Semen Baturaja Tbk digugat dengan kewajiban membayar kompensasi sebesar Rp2.448.081.000. Majelis hakim memutuskan perkara ini pada 18 April 2022 dengan hasil PT Semen Baturaja Tbk tidak berkewajiban membayar kompensasi pemutusan hubungan kerja sebesar Rp1.261.712.500.</p> <p><b>Legal Responsibilities of Cooperation Contracts of Work Contracting/Outsourcing</b></p> <p>PT Semen Baturaja Tbk entered into cooperation with PT Esbe Yasa Pratama regarding a Contract for Work/Outsourcing agreement. This legal issue stems from the end of the Contract for Work/Outsourcing agreement between PT Semen Baturaja Tbk and PT Esbe Yasa Pratama as the Provider of Outsourced Workers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Telah diputus di tingkat Pengadilan Negeri tanggal 18 Oktober 2022, nomor register perkara PHI adalah No. 128/Pdt.SusPHI/2022/PN Plg dengan 1 orang penggugat dan nilai gugatan sebesar Rp56.916.000. Namun dokumen putusan masih dalam proses diberikan kepada SMBR.</p> <p>Tanggal 24 Oktober 2022 dilaksanakan sidang dengan agenda eksepsi dari Grup di tingkat Pengadilan Negeri, nomor register perkara PHI adalah No. 146/Pdt.SusPHI/2022/PN Plg dengan 3 orang penggugat dan nilai gugatan sebesar Rp118.420.000.</p> | <p>Berpotensi menimbulkan kerugian bagi Perseroan sesuai sisa nilai kompensasi yang digugat oleh PT Esbe Yasa Pratama sebesar Rp1.186.368.500.</p> <p>Potential to cause losses to the Company in accordance with the remaining compensation value that was sued by PT Esbe Yasa Pratama in the amount of IDR1,186,368,500.</p> |





| No. | Pokok Perkara/Gugatan<br>Lawsuit                                                                                                                                                                                                                                                                                                                                                                                                    | Status Penyelesaian Perkara/<br>Gugatan<br>Lawsuit Settlement Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Pengaruh terhadap<br>Perusahaan<br>Impact to the Company |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
|     | <p>30 former workers who were laid off by PT Esbe Yasa Pratama felt disadvantaged by PT Semen Baturaja Tbk. PT Semen Baturaja Tbk was sued with an obligation to pay compensation amounting to IDR 2,448,081,000.</p> <p>The panel of judges decided this case on April 18, 2022 with the result that PT Semen Baturaja Tbk was not obliged to pay compensation for termination of employment in the amount of IDR1,261,712,500</p> | <p>Tanggal 24 Oktober 2022 dilaksanakan sidang dengan agenda replik dari penggugat di tingkat Pengadilan Negeri, nomor register perkara PHI adalah No. 150/Pdt.SusPHI/2022/PN Plg dengan 1 orang penggugat dan nilai gugatan sebesar Rp66.960.000.</p> <p>It was decided at the District Court level on October 18, 2022, the PHI case register number is No. 128/Pdt. SusPHI/2022/PN Plg with 1 plaintiff and a claim value of IDR56,916,000. However, the decision document is still in the process of being provided to SMBR.</p> <p>On October 24, 2022 a hearing was held with an exception agenda from the Group at the District Court level, the PHI case register number is No. 146/Pdt.SusPHI/2022/PN Plg with 3 plaintiffs and a claim value of IDR118,420,000.</p> <p>On October 24, 2022, a hearing was held with a replica agenda of the plaintiff at the District Court level, the PHI case register number is No. 150/Pdt.SusPHI/2022/PN Plg with 1 plaintiff and a claim value of IDR66,960,000</p> |                                                          |

#### Pengungkapan Permasalahan Hukum yang Sedang dihadapi Dewan Komisaris dan Direksi yang Sedang Menjabat

Selama periode tahun 2022, seluruh anggota Dewan Komisaris maupun Direksi Perusahaan yang sedang menjabat, tidak memiliki permasalahan hukum, baik perdata maupun pidana.

#### Pengungkapan Permasalahan Hukum yang Sedang dihadapi Entitas Anak

Selama periode tahun 2022, tidak terdapat perkara-perkara hukum yang berdampak material yang dihadapi oleh Entitas Anak Perusahaan.

#### Pengungkapan Sanksi Administrasi

Per 31 Desember 2022, tidak terdapat sanksi administratif yang dikenakan kepada Perusahaan dan Insan Semen Baturaja, sehingga tidak ada informasi terkait yang disajikan pada laporan tahunan ini.

#### Disclosure of Legal Cases faced by currently active Board of Commissioners and Directors

During the 2022 period, all currently active members of the Company's Board of Commissioners and Directors have no legal cases, both civil and criminal.

#### Disclosure Of Legal Issues Faced by Subsidiaries

During the period of 2022, there were no legal cases with a material impact faced by the Subsidiaries.

#### Disclosure of Administrative Sanctions

As of December 31, 2022, there were no administrative sanctions imposed on the Company and Semen Baturaja employees, so no related information is presented in this annual report.





# AKSES INFORMASI DAN DATA PERUSAHAAN

## ACCESS TO CORPORATE INFORMATION AND DATA



Sebagai bentuk transparansi, Perusahaan secara berkala menyediakan kebutuhan informasi bagi para pemangku kepentingan (*stakeholders*) mengenai Perusahaan. Informasi dan data yang dimaksud antara lain visi, misi, strategi, produk dan struktur manajemen, kegiatan Perusahaan, kinerja keuangan, serta tata kelola perusahaan. Di samping itu, terdapat pula mengenai kinerja berkelanjutan, rilis media, dan laporan serta informasi bagi Pemegang Saham.

Direksi berkomitmen untuk melaksanakan keterbukaan informasi dan menyampaikan informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu. Hal ini merupakan bentuk kepatuhan terhadap keterbukaan informasi. Perusahaan juga selalu menyampaikan informasi dan fakta material kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) melalui surat ataupun pelaporan elektronik.

Selain itu, masyarakat juga dapat mengakses informasi dan data Perusahaan melalui situs [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id). Di mana situs tersebut berisikan informasi terkini, tepat sasaran, efektif, dan efisien, sehingga mampu memberikan pemahaman publik terkait Perusahaan secara transparan dan konsisten.

Dalam situs tersebut, Perusahaan mencantumkan profil Perusahaan secara lengkap dengan berbagai jenis pelayanan dan produk, tanggung jawab sosial perusahaan, berita terbaru,

To enhance transparency and accountability, our company periodically provides stakeholders with information on various aspects of our operations. This includes our vision, mission, strategy, product and management structure, financial performance, corporate governance, sustainability initiatives, media releases, and reports tailored for shareholders.

Our Board of Directors is fully committed to implementing information disclosure and ensures timely submission of information to the Board of Commissioners and Shareholders, adhering to regulatory compliance. To this end, we always provide the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) with material information and facts, either through letter or electronic reporting.

Moreover, the Company's website, [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id), serves as another means for the public to access information and data about the Company. The website features up-to-date information that is targeted, effective, and efficient in providing a transparent and consistent understanding of the Company.

The Company's website contains a comprehensive Company profile that showcases various services and products, corporate social responsibility initiatives, the latest news,



serta informasi lainnya yang berguna untuk para pemangku kepentingan. Selain itu, Perusahaan juga menyajikan informasi dalam bentuk kegiatan lain seperti RUPS, *public expose*, seminar, pameran, dan berbagai kegiatan pengungkapan lainnya.

Selanjutnya, Perusahaan secara berkala memperbarui informasi dan memberikan kemudahan akses informasi kepada para pemangku kepentingan, sehingga dapat diketahui kondisi Perusahaan secara jelas dan terbuka. Adapun rincian saluran informasi Perusahaan adalah sebagai berikut:

1. Rapat Umum Pemegang Saham

Rapat Umum Pemegang Saham adalah sarana komunikasi Perusahaan dengan pemegang saham untuk menyampaikan informasi mengenai Perusahaan dan memungkinkan Pemegang Saham berpartisipasi dalam pengambilan keputusan yang memerlukan persetujuan pemegang saham. Pada tahun 2022, Perusahaan melakukan RUPS sebanyak 1 (satu) kali, yakni RUPS Tahunan Tahun Buku 2021 pada tanggal 25 Maret 2022.

2. *Public Expose*

*Public expose* adalah suatu pemaparan umum kepada publik untuk menjelaskan mengenai kinerja Perusahaan. Perusahaan menyelenggarakan *public expose* minimal 1 (satu) kali dalam setahun. Di tahun 2022, Perusahaan telah melaksanakan *Public Expose* pada tanggal 13 September 2022.

3. Pertemuan dengan Investor dan Analis

Pertemuan ini menjadi sarana pertukaran informasi mengenai perkembangan industri dan Perusahaan kepada Investor/Analis, terutama mengenai kinerja bisnis dan keuangan Perusahaan. Pertemuan ini dapat dilakukan secara individu maupun berkelompok, baik secara tatap muka, telepon ataupun *conference call*.

4. Laporan Keuangan

Laporan keuangan yang diterbitkan oleh Perusahaan terdiri dari laporan keuangan tahunan, tengah tahunan, kuartal pertama, dan periode sembilan bulan. Laporan keuangan tersebut dipublikasikan melalui situs web Perusahaan dan situs web Bursa Efek Indonesia (BEI). Untuk laporan keuangan tahunan dan tengah tahunan, Perusahaan 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 Perusahaan dan situs Bursa Efek Indonesia (BEI).

and other relevant information for stakeholders. Additionally, the Company presents information through other forms of activities such as General Meetings of Shareholders, public expos, seminars, exhibitions, and various other disclosure activities.

Additionally, the Company ensures that information is regularly updated and easily accessible to stakeholders, to provide transparency and clarity about its operations. The Company utilizes several channels to disseminate information, as outlined below:

1. General Meeting of Shareholders

The General Meeting of Shareholders serves as a platform for the Company to communicate with its shareholders, providing information and seeking approval on important decisions. The Company held one GMS in 2022, which is the 2021 Annual GMS on March 25, 2022.

2. *Public Expose*

The Company conducts a public expose at least once a year, where it presents information about its performance to the public. In 2022, the Company held a Public Expose on September 13, 2022.

3. Meetings with Investors and Analysts

The Company regularly meets with investors and analysts to exchange information about the industry and the Company's performance, through various modes of communication, including face-to-face, telephone or conference call.

4. Financial Statements

The Company issues financial statements that include annual, semi-annual, first quarter, and nine-month financial reports. These statements are available on the Company's website and the Indonesia Stock Exchange (IDX) website. Additionally, the Company publishes annual and semi-annual financial reports in national daily newspapers, as required by applicable regulations.

5. Annual Report

The Board of Directors and Board of Commissioners are responsible for preparing an annual report within one year of the GMS book, as per applicable regulations. The annual report is submitted to shareholders, regulators, mass organizations, mass media, and the public. The Company publishes annual reports on its website and the IDX website, as a means of providing information to stakeholders.



| Periode<br>Year | Theme                                                                     |
|-----------------|---------------------------------------------------------------------------|
| 2021            | <i>Strengthening Performance through Collaboration and Digitalization</i> |
| 2020            | <i>Rising to The Challenge</i>                                            |
| 2019            | <i>Driven to Innovate Growing Network</i>                                 |
| 2018            | <i>A Vision to Lead With Sustainable Values</i>                           |
| 2017            | <i>Exceeding Prime for Environmental Sustainability</i>                   |
| 2016            | <i>Unbreakable Spirit Within</i>                                          |
| 2015            | <i>Solidifying Achievement</i>                                            |

#### 6. Situs Web

Perusahaan memiliki situs yakni [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) yang memuat informasi terkini mengenai Perusahaan, termasuk segala hal yang berkaitan dengan Perusahaan, baik dari sisi manajemen, profil perusahaan, tata kelola perusahaan, hingga produk yang dihasilkan. Situs Perusahaan menyajikan informasi dalam dua Bahasa, yakni Bahasa Indonesia dan Bahasa Inggris yang telah memenuhi aturan terkait dengan situs web perusahaan publik yakni POJK No. 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, Perusahaan harus menyampaikan laporan kepada Bursa Efek Indonesia, Otoritas Jasa Keuangan, dan Kementerian BUMN. Berikut transparansi penyampaian laporan yang dilakukan sepanjang tahun 2022.

##### Kementerian BUMN:

- Laporan Keuangan Tahun Buku 2021
- Laporan Tahunan Tahun Buku 2021
- Penyelenggaraan RUPS Tahunan Tahun Buku 2021
- Penyelenggaraan RUPS Luar Biasa Tahun 2023
- Laporan Keuangan Triwulanan Tahun Buku 2022
- Laporan Manajemen Perusahaan Tahunan Tahun Buku 2021

##### Bursa Efek Indonesia dan Otoritas Jasa Keuangan (OJK):

- Laporan Bulanan Registrasi Pemegang Efek
- Laporan Hutang Valuta Asing
- Pengumuman Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021
- Pemanggilan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021
- Ringkasan Risalah Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021
- Risalah Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021
- Pengumuman Rapat Umum Pemegang Saham (RUPS) Luar Biasa Tahun 2023
- Informasi Perubahan Pengurus Perseroan
- Penyampaian Laporan Keuangan Tahunan 2021 (*Audited*) berbasis XBRL
- Penyampaian Bukti Iklan Laporan Keuangan Tahunan 2021 (*Audited*)

#### 6. Website

The Company maintains a website at [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) where stakeholders can access the latest information on the Company, including its management, corporate profile, corporate governance, and products. The website is available in both Indonesian and English and complies with POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites.

#### 7. Transparency in Reporting to Capital Market Authorities

As a public company and a state-owned enterprise, the Company is required to submit reports to the Indonesia Stock Exchange, the Financial Services Authority, and the Ministry of State-Owned Enterprises. The Company is committed to transparency in its reporting, and the following reports were submitted in 2022.

##### Ministry of SOE:

- Financial Statements of Fiscal Year 2021
- Annual Report of Fiscal Year 2021
- Implementation of Annual GMS of Fiscal Year 2021
- Implementation of the 2023 Extraordinary GMS
- Quarterly Financial Statements of Fiscal Year 2022
- Annual Company Management Report of Fiscal Year 2021

##### Indonesia Stock Exchange and Financial Services Authority (OJK):

- Monthly Report of Securities Holders Registration
- Foreign Currency Debt Report
- Announcement of the 2021 Annual General Meeting of Shareholders (GMS).
- Call for the Annual General Meeting of Shareholders (GMS) for the 2021 Fiscal Year
- Summary of Minutes of the Annual General Meeting of Shareholders (GMS) for the 2021 Fiscal Year
- Minutes of the 2021 Annual General Meeting of Shareholders (GMS).
- Announcement of the 2023 Extraordinary General Meeting of Shareholders (GMS).
- Information on Changes in the Management of the Company
- Submission of XBRL-based Annual Financial Statements (Audited) 2021
- Submission of Advertising Evidence for the 2021 Annual Financial Statements (Audited)



- k. Penyampaian Laporan Keuangan Triwulan I – 2022 (*Unaudited*)
  - l. Penyampaian Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2021
  - m. Penyampaian Laporan Keuangan Konsolidasian Semester I Tahun 2022 (*Unaudited*) berbasis XBRL
  - n. Penyampaian Bukti Iklan Laporan Keuangan Semester I Tahun 2022 (*Unaudited*)
  - o. Penyampaian Laporan Keuangan Konsolidasian Triwulan III Tahun 2022 (*Unaudited*) berbasis XBRL
  - p. Rencana Penyelenggaraan *Public Expose* Tahunan
  - q. Penyampaian Materi *Public Expose* Tahunan
  - r. Laporan Hasil *Public Expose* Tahunan
  - s. Laporan Hasil Evaluasi Komite Audit Atas Pemberian Jasa Audit oleh KAP di Tahun Buku 2021
  - t. Laporan Penunjukkan Akuntan Publik dan/atau Kantor Akuntan Publik dalam rangka Audit atas Informasi Keuangan Historis Tahunan Tahun Buku 2022
  - u. Perubahan Kepala Audit Internal
  - v. Perubahan Komite Nominasi dan Remunerasi
  - w. Laporan Informasi atau Fakta Material Permintaan Penjelasan BEI
  - x. Penjelasan atas Permintaan Penjelasan Bursa
  - y. Laporan Informasi atau Fakta Material Pengundangan Peraturan Pemerintah Republik Indonesia No. 33 Tahun 2022
  - z. Laporan Informasi atau Fakta Material Pelaksanaan Pengalihan Saham (*Inbreng*) SMBR yang dimiliki Pemerintah Republik Indonesia kepada SMGR
8. Siaran Pers  
Per 31 Desember 2022, Perusahaan telah menerbitkan siaran pers sebanyak 81 (delapan puluh satu) naskah yang diklasifikasi ke dalam beberapa kategori informasi, yaitu:
- a. Informasi mengenai kinerja produksi dan penjualan
  - b. Informasi mengenai Kegiatan CSR
  - c. Informasi mengenai berbagai peristiwa penting perusahaan seperti Ulang Tahun, Rapat Umum Pemegang Saham, Implementasi Teknologi, Ramah Lingkungan, Organisasi Karyawan dan Informasi penting lainnya.
  - d. Informasi mengenai Kinerja Keuangan dan Informasi Keuangan lainnya.
  - e. Informasi mengenai Prestasi dan Penghargaan yang diperoleh
  - f. Informasi mengenai Progres Investasi (CAPEX)
9. Email  
Perusahaan menyediakan akses bagi pemegang saham, investor maupun masyarakat untuk berkomunikasi melalui email resmi Perusahaan, yaitu corsec.smbr@sig.id, wbs.smbr@sig.id.
- k. Submission of Quarterly Financial Statements I – 2022 (*Unaudited*)
  - l. Submission of the Annual Report and Sustainability Report for the 2021 Fiscal Year
  - m. Submission of Consolidated Financial Statements for Semester I of 2022 (*Unaudited*) based on XBRL
  - n. Submission of Advertisement Proof of Financial Statements for Semester I of 2022 (*Unaudited*)
  - o. Submission of Consolidated Financial Statements for the 3rd Quarter of 2022 (*Unaudited*) based on XBRL
  - p. Annual Public Expose Plan
  - q. Submission of Annual Public Expose Materials
  - r. Annual Public Expose Results Report
  - s. Report on the Evaluation Results of the Audit Committee on the Provision of Audit Services by KAP in the 2021 Fiscal Year
  - t. Report on the Appointment of a Public Accountant and/or Public Accountant Firm in the framework of an Audit of Annual Historical Financial Information for the 2022 Fiscal Year
  - u. Change of Head of Internal Audit
  - v. Changes to the Nomination and Remuneration Committee
  - w. Material Information or Facts Report IDX Request for Explanation
  - x. Explanation of the Exchange Explanation Request
  - y. Report on Material Information or Facts Promulgation of Republic of Indonesia Government Regulation No. 33 of 2022
  - z. Report on Material Information or Facts on the Transfer of Shares (*Inbreng*) of SMBR owned by the Government Republic of Indonesia to SMGR
8. Press Releases  
As of December 31, 2022, the Company has issued press releases of 81 (eighty one) manuscripts which are classified into several information categories, namely:
- a. Information on production and sales performance
  - b. Information about CSR Activities
  - c. Information regarding various important company events such as Birthdays, General Meeting of Shareholders, Technology Implementation, Environmentally Friendly, Employee Organization and other important information.
  - d. Information on Financial Performance and other Financial Information.
  - e. Information on Achievements and Awards obtained
  - f. Information on the Investment Progress (CAPEX)
9. Email  
The company provides access for shareholders, investors and the public to communicate via the company's official email, namely corsec.smbr@sig.id, wbs.smbr@sig.id.



#### 10. Media Sosial

Perusahaan menyediakan berbagai informasi dan sarana komunikasi kepada pihak eksternal melalui media sosial Perusahaan, antara lain:

Facebook : ptsb.tbk.official  
Instagram : @pt.semenbaturaja  
Twitter : @ptsb\_tbk  
YouTube : SemenBaturajaTbk

Sepanjang tahun 2022, aktivitas baik dari sisi jumlah *postingan* atau *followers* yang dilakukan media sosial Perusahaan adalah sebagai berikut:

#### 10. Social Media

The Company provides various information and means of communication to external parties through the Company's social media, including:

Facebook : ptsb.tbk.official  
Instagram : @pt.semenbaturaja  
Twitter : @ptsb\_tbk  
YouTube : SemenBaturajaTbk

Throughout 2022, activities both in terms of the number of posts or followers carried out by the Company's social media are as follows:

| Media Sosial<br>Social Media | Followers/Subscriber           |                                |                              |
|------------------------------|--------------------------------|--------------------------------|------------------------------|
|                              | Desember 2021<br>December 2021 | Desember 2022<br>December 2022 | Perubahan (%)<br>Changes (%) |
| Facebook                     | 15.167                         | 15.706                         | 4                            |
| Instagram                    | 25.298                         | 27.719                         | 10                           |
| Twitter                      | 2.218                          | 2.260                          | 2                            |
| YouTube                      | 671                            | 829                            | 24                           |





# KODE ETIK PERUSAHAAN

## COMPANY CODE OF CONDUCT

### PROGRAM PENINGKATAN PEMAHAMAN KODE ETIK, JENIS SANKSI KODE ETIK DAN JUMLAH LAPORAN PELANGGARAN KODE ETIK

Perusahaan senantiasa melaksanakan Tata Kelola Perusahaan yang Baik secara konsisten dan berkelanjutan. Salah satu upaya yang dilakukan adalah dengan membuat Pedoman Perilaku (*Code of Conduct*) yang dibuat berdasarkan nilai-nilai yang dianut oleh jajaran Perusahaan dan dalam implementasinya dijabarkan ke dalam standar sikap dan perilaku. Pedoman ini telah disahkan melalui Surat Keputusan Direksi No. PH 01.04/009/2019 tentang Pedoman Perilaku (*Code of Conduct*) PT Semen Baturaja Tbk.

Pedoman Perilaku (*Code of Conduct*) merupakan sekumpulan komitmen yang terdiri dari etika usaha, etika kerja, dan etika terhadap hal-hal khusus yang disusun untuk menjadi pedoman yang mengatur, membentuk, dan mengendalikan kesesuaian perilaku, baik pengurus dan karyawan agar sejalan dengan budaya Perusahaan dalam mendukung pencapaian visi dan misi Perusahaan.

Secara terperinci, Pedoman Perilaku (*Code of Conduct*) mengatur benturan kepentingan, pemberian dan penerimaan hadiah, hiburan, pemberian donasi, perlindungan terhadap informasi dan harta Perusahaan, kegiatan politik, etika yang terkait dengan *stakeholder*, dan pelaporan atas pelanggaran serta sanksi atas pelanggaran.

Dalam hal ini, Perusahaan juga melakukan peninjauan dan pemutakhiran secara berkala Pedoman Perilaku (*Code of Conduct*) yang berlaku di Perusahaan. Sehingga pedoman ini dapat diterapkan sesuai dengan kebutuhan Perusahaan.

### KEBERADAAN ETIKA BISNIS DAN ETIKA KERJA PERUSAHAAN

Dalam mencapai visi dan misi Perusahaan, seluruh kegiatan berlandaskan pada nilai-nilai etika yang tidak hanya berdasarkan pada tujuan ekonomis semata. Pedoman Perilaku (*Code of Conduct*) Perusahaan dibuat dengan mengacu pada nilai-nilai yang diyakini oleh setiap pimpinan dan karyawan. Dimana penerapan pedoman ini dijabarkan dalam sikap dan perilaku setiap pengurus dan karyawan di luar dan di dalam Perusahaan.

Pedoman Perilaku (*Code of Conduct*) PT Semen Baturaja Tbk meliputi Etika Usaha dan Etika Kerja. Etika Usaha merupakan standar perilaku usaha yang diterapkan Perusahaan sebagai suatu entitas bisnis dalam berinteraksi dan berhubungan dengan *Stakeholders*, baik internal maupun eksternal. Sementara itu, Etika Kerja merupakan standar perilaku kerja yang dipakai dalam menjalankan tugas untuk dan atas nama Perusahaan, maupun dalam berinteraksi dan berhubungan dengan sesama rekan kerja serta *Stakeholders*.

### ENHANCEMENT PROGRAM, TYPE OF SANCTION AND TOTAL REPORT ON VIOLATION OF THE CODE OF CONDUCT

The company upholds the implementation of Good Corporate Governance consistently and continuously. One of the measures taken to achieve this is the development of a Code of Conduct that reflects the shared values of the Company's personnel, and is translated into standards of behavior and attitude. This guideline has been approved through Decree of the Board of Directors No. PH 01.04/009/2019 regarding the Code of Conduct of PT Semen Baturaja Tbk.

The Code of Conduct comprises a set of commitments involving business ethics, work ethics, and ethics concerning specific matters, which are structured to provide guidance that regulates, shapes, and controls appropriate behavior for both management and employees, in line with the Company's culture to support the achievement of its vision and mission.

In detail, the Code of Conduct regulates conflicts of interest, giving and receiving of gifts, entertainment, donations, protection of information and Company assets, political activities, ethics related to stakeholders, and reporting of violations and sanctions for violations.

The Company also reviews and updates the Code of Conduct periodically to ensure its relevance to the needs of the Company.

### COMPANY BUSINESS ETHICS AND WORK ETHICS

In achieving the Company's vision and mission, all activities are based on ethical values that are not based solely on economic goals. The Company's Code of Conduct is made by referring to the values that are believed by every leader and employee. Where the implementation of these guidelines is described in the attitude and behavior of every management and employee inside and outside the Company.

The Code of Conduct of PT Semen Baturaja Tbk comprises two distinct sets of ethical standards, namely Business Ethics and Work Ethics. The former establishes the norms of business conduct applicable to the Company when interacting with stakeholders, whether they are internal or external. The latter, on the other hand, outlines the guidelines governing work behavior when performing duties on behalf of the Company, as well as interacting with colleagues and stakeholders.



Pedoman Perilaku (*Code of Conduct*) ini menjadi landasan kegiatan usaha Perusahaan yang berlaku dan menjadi acuan bagi seluruh pengurus dan karyawan Perusahaan. Dalam hal ini, Perusahaan meyakini bahwa kegiatan usaha yang bersinergi dengan pola etika dan budaya Perusahaan dapat mengarahkan seluruh komponen Perusahaan untuk bersikap secara profesional sehingga menunjang Perusahaan untuk mencapai keberhasilan usaha.

## TUJUAN PELAKSANAAN KODE ETIK PERUSAHAAN

Pelaksanaan Kode Etik Perusahaan, 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 Perusahaan.
2. Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan internal Perusahaan serta melindungi pengurus dan karyawan dari tekanan atau perilaku manipulatif yang mungkin terjadi di Perusahaan.
3. Mengurangi risiko kerugian akibat tuntutan pihak ketiga akibat kelalaian yang dilakukan oleh pengurus dan karyawan.
4. Mendorong perbaikan mutu produk dan layanan Perusahaan dan jika terus dikembangkan dan dikelola pada akhirnya akan menuju pada peningkatan reputasi/citra Perusahaan.
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.

## ISI DAN MUATAN KODE ETIK

Pedoman Perilaku (*Code of Conduct*) yang diterapkan pada Perusahaan bersifat mengikat dan mewajibkan seluruh jajaran Perusahaan baik manajemen maupun karyawan untuk taat kepada peraturan yang berlaku tersebut.

### 1. Etika Usaha

Secara terperinci, etika usaha yang berlaku mengatur perilaku Perusahaan terhadap:

#### a. Etika Perusahaan kepada Karyawan

Perusahaan melandasi hubungan dengan karyawan dengan keinginan untuk berbuat yang terbaik, dengan menjunjung tinggi sikap saling menghormati, bekerja sama 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 Perusahaan yang berlaku, menjunjung tinggi kerja sama yang baik

The Company's Code of Conduct serves as the foundation for all its business activities and is a guiding principle for both management and employees. By adhering to ethical values and corporate culture, the Company believes that its business activities can be directed towards professionalism and support for the Company's success.

## OBJECTIVES OF THE IMPLEMENTATION OF THE CODE OF CONDUCT

The implementation of the Company's Code of Conduct serves the following purposes:

1. Providing clear guidelines for management and employees to follow when faced with challenging situations. Consistent and predictable behaviors promote stability in the Company's management.
2. Creating a safe and reassuring work environment for the Company's internal stakeholders, while protecting them from undue pressure or manipulative behaviors.
3. Reducing the risk of lawsuits by third parties resulting from negligence on the part of the Company's management and employees.
4. Encouraging the continuous improvement of the Company's products and services, which can ultimately enhance the Company's reputation.
5. Consistent implementation of the Code of Conduct promotes integrity, honesty, and professionalism among the Company's management and employees, preventing conflicts of interest and improving the Company's image in the eyes of external parties.

## CONTENT AND SUBSTANCE OF CODE OF CONDUCT

The Company's Code of Conduct is mandatory and obligates all levels of the organization, including both management and employees, to adhere to these applicable rules and regulations.

### 1. Business Ethics

In detail, the applicable business ethics regulate the Company's behavior towards:

#### a. Ethics of the Company towards Employees

The Company aims to establish a relationship with its employees that is based on mutual respect, cooperation, and the principles of transparency and fairness. Several behaviors developed in interacting with employees are as follows:

Respecting the rights and obligations of employees stipulated in applicable Company regulations.

Upholding good cooperation based on trust and



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 Perusahaan dengan memperhatikan kualifikasi dan spesifikasi jabatan, mendukung pengembangan karir, adanya sistem reward dan punishment, adanya suasana kebersamaan dalam mencapai tujuan Perusahaan, menjaga privasi karyawan dan membangun suasana komunikasi dan keterbukaan.

- b. Etika Perusahaan terkait Serikat Karyawan  
Perusahaan mengakui Serikat Karyawan sebagai organisasi yang sah untuk mewakili dan bertindak untuk dan atas nama anggota/karyawan yang mempunyai hubungan kerja dengan pihak Perusahaan. 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 Perusahaan maupun melalui Serikat Karyawan, Serikat Karyawan tidak mencampuri Direksi dalam pengelolaan Perusahaan, kecuali yang menyangkut ketenagakerjaan atau yang berdampak pada ketenagakerjaan.
- c. Etika Perusahaan kepada Pemegang Saham  
Hubungan yang dibangun Perusahaan 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 Perusahaan dan peraturan perundang-undangan yang berlaku, melaksanakan keputusan yang telah ditetapkan dalam RUPS dan menjaga reputasi Perusahaan.
- d. Etika Perusahaan kepada Pelanggan  
Hubungan Perusahaan 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 ekspediter. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pelanggan, antara lain:  
Menghormati hak-hak pelanggan sesuai dengan peraturan yang berlaku, mengutamakan kualitas layanan Perusahaan kepada Pelanggan, memperhatikan dan menanggapi masukan dan

mutual respect of one another. Developing policies related to employees' rights and obligations.

Creating a safe and conducive working environment that allows employees to be creative and innovative. Employing employees based on the Company's needs while taking into account their qualifications and job specifications. Supporting employee career development within the Company through a reward and punishment system. Fostering a working atmosphere of togetherness in the effort to achieve Company goals. Maintaining the privacy of employees and building an environment for good communication and transparency.

- b. Ethics of the Company towards Labor Union  
The Company recognizes the Labor Union as a legitimate organization representing and acting on behalf of its members/employees who have working relations with the Company. In interacting with the Labor Union, the Company adheres to the following behaviors:

The Labor Union is guaranteed to receive solutions to their complaints submitted directly by members/ employees, not on behalf of the union, to the Company or through the Labor Union. The Labor Union does not interfere with the Board of Directors in the management of the Company, except in matters related to manpower or that affect manpower issues.

- c. Ethics of Company towards Shareholders:  
The relationship between the Company and its shareholders is built on the intention to act in the best possible manner, with consideration for the principles of transparency and fairness. Several behaviors developed for interacting with shareholders include the following:  
Communicating with shareholders in accordance with customary business practices.  
Fulfilling the rights of shareholders by taking into account the principles of equal treatment in accordance with the provisions of the Company's Articles of Association and applicable laws and regulations. Implementing the resolutions established in the General Meeting of Shareholders. Maintaining the reputation of the Company.
- d. Ethics of the Company towards Customers  
The Company is committed to building a relationship with its customers based on the principles of honesty, mutual respect, cooperation, and fairness, and strives to provide the best services possible. The Company also provides guidance and imposes sanctions or rewards for the performance of distributors and expenditures. Several behaviors developed in interacting with customers include:

Respecting the rights of customers in accordance with applicable regulations, prioritizing the Company's service quality to customers, paying attention to and responding to feedback and complaints



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.

- e. Etika Perusahaan 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.

- f. Etika Perusahaan 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 Perusahaan, mendukung program yang dicanangkan Pemerintah sesuai dengan kebijakan Perusahaan, membangun kerja sama dengan pihak lain yang sejalan dengan ketentuan dan kepentingan negara.
- g. Etika Perusahaan 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 Perusahaan, mendukung aktivitas sosial masyarakat setempat yang mempunyai manfaat, baik secara langsung maupun tidak langsung bagi Perusahaan, menjalankan program-program sosial yang melibatkan masyarakat sekitar dan menyediakan mekanisme dan media komunikasi dengan masyarakat.
- h. Etika Perusahaan 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.

from customers, maintaining the confidentiality of customer information, conducting promotions in accordance with ethics and prevailing laws and regulations, and providing communication media or access for customers.

- e. Ethics of Company towards Suppliers of Goods and Services The Company adheres to ethical practices when interacting with its suppliers of goods and services. Some of the behaviors developed in this regard are as follows:

Provide comprehensive information on the goods and services required, along with the procurement process and procedures in a transparent and objective manner in accordance with applicable regulations. Conduct procurement of goods and services in a transparent manner by selecting partners who meet the requirements specified in the applicable regulations. Establish a work agreement with the partners, based on good intentions and mutual benefits, and document it in writing. Ensure the security, confidentiality, and restricted access to the partners' confidential data and information by unauthorized parties.

- f. Ethics of the Company towards Government In its interactions with the government, the Company upholds several behaviors that include compliance with prevailing laws, regulations, and company policies in Indonesia that are related to the Company's business. Additionally, the Company supports programs set by the government and develops cooperation with other parties that align with the provisions and interests of the country.
- g. Ethics of the Company towards the Public Several behaviors developed in interacting with the communities include the following:  
The Company shall establish and foster harmonious relationships with the surrounding communities. The Company shall uphold and respect the positive values and culture of the local communities, and maintain a clean and healthy environment around the Company. The Company shall support local community social activities that have positive benefits for the Company, both directly and indirectly. The Company shall conduct social programs that involve the local communities and provide mechanisms and media for communication with the communities.
- h. Ethics of the Company towards Competitors The Company upholds ethical behavior when interacting with competitors, which includes the following:  
Abstaining from business practices that violate regulations applicable in business competition, avoiding any cooperation with competitors that may discredit customers, refraining from discrediting competitors in marketing activities, promotions, and advertisements, and refraining from violating prevailing laws and regulations in order to obtain information on competitors.





- i. Etika Perusahaan 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.
- j. Etika Perusahaan 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 Perusahaan.

- k. Etika Perusahaan 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 Perusahaan, mengupayakan pemenuhan tingkat pengambilan investasi secara optimal.
2. Etika Kerja  
Etika kerja Perusahaan mengatur etika, antara lain:

- a. Perilaku Atasan  
Seorang atasan adalah pimpinan dan/atau karyawan Perusahaan yang diberi otoritas untuk memimpin karyawan lainnya dalam Perusahaan. Di dalam etika kerja terdapat perilaku atasan yang dilarang dan perilaku yang dibenarkan.
- b. Perilaku Bawahan  
Seorang bawahan adalah orang yang bekerja di bawah pengawasan orang lain dan bertanggung jawab untuk melaksanakan perintah atasan sesuai dengan tujuan Perusahaan, di dalam etika kerja terdapat perilaku bawahan yang dilarang dan perilaku yang dibenarkan.
- c. Perilaku Sesama Karyawan Perusahaan  
Setiap karyawan Perusahaan merupakan individu yang saling berkaitan dengan kontribusi dalam usaha pencapaian tujuan Perusahaan 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.

- i. Ethics of the Company towards the Indonesian Cement Association  
The Company's behavior in interacting with the Indonesian Cement Association includes the following:  
Adherence to the code of conduct issued by the association, establishment of cooperation with other members of the association based on mutual benefit while prioritizing the interests of the customers.
- j. Ethics of the Company towards Creditors  
The Company has developed several behaviors when interacting with creditors. These behaviors include the following:  
Providing actual and prospective information to potential creditors, Selecting credible, bona fide, accountable, and corruption-free creditors based on the principles of prudence, selectivity, competitiveness, and fairness Accepting, legitimate capital loans based on legally binding and balanced agreements that are mutually beneficial and adhere to the principles of fairness Providing, open information about the use of funds to improve creditor trust Seeking business opportunities with creditors to increase the Company's growth.

- k. Ethics of the Company towards Investors  
The following are several behaviors developed in interacting with Investors:  
Establish a relationship with investors based on equality, fairness, and mutual trust. Provide accurate and prospective information to potential investors, attempt to provide investment security guarantees, and create conducive conditions that generate high levels of trust in the Company. Strive to meet the optimal level of investment.

2. Work Ethics  
The work ethics of the Company regulate certain conduct, including the following:
- a. Supervisor Behavior  
Supervisors, who are authorized to lead other employees, are subject to certain restrictions and allowances in their actions.
  - b. Subordinate Behavior  
Subordinates, who work under a supervisor's guidance and are responsible for carrying out instructions in accordance with Company objectives, must adhere to certain behaviors that are allowed or prohibited.
  - c. Fellow Employee Behavior  
Every Company employee contributes to achieving the company's goals in accordance with their roles and responsibilities as outlined in the work ethics. Certain behaviors are permitted while others are prohibited.





### 3. Etika terhadap Hal-Hal Khusus

Selain itu, etika perilaku dalam lingkungan Perusahaan 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, narkoba, obat terlarang, perjudian, penggunaan aset perusahaan, perilaku rapat, serta tanggung jawab terhadap lingkungan.

## PERNYATAAN BAHWA KODE ETIK BERLAKU BAGI ANGGOTA DIREKSI, ANGGOTA DEWAN KOMISARIS, DAN KARYAWAN PERUSAHAAN

Dalam memastikan agar semua organ Perusahaan memiliki komitmen untuk membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian, dan komitmen di semua jajaran Perusahaan, Insan Semen Baturaja wajib menandatangani Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku.

Penandatanganan Pernyataan Kepatuhan Pedoman Perilaku ini merupakan bentuk pernyataan bahwa kode etik Perusahaan berlaku bagi Dewan Komisaris, Direksi, dan Karyawan. Di tahun 2022, sebanyak 4 (empat) Dewan Komisaris, 5 (lima) Direksi dan sebanyak 897 karyawan dan mitra usaha telah menandatangani Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku.

## SOSIALISASI PEDOMAN ETIKA PERUSAHAAN

Untuk memberikan pemahaman secara komprehensif, Perusahaan telah menyebarluaskan Pedoman Perilaku (*Code of Conduct*) kepada seluruh pemangku kepentingan di semua tingkatan secara berkala.

Per 31 Desember 2022, Perusahaan telah mempublikasikan Pedoman Perilaku (*Code of Conduct*) melalui *email blasting* kepada seluruh karyawan dan mitra usaha, *website* Perusahaan di [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) yang bisa diakses oleh pihak internal maupun eksternal dan portal internal Perusahaan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh Karyawan Perusahaan.

## PENEGAKAN ETIKA BISNIS DAN ETIKA KERJA PERUSAHAAN

Kode etik berlaku bagi Direksi, Dewan Komisaris dan Karyawan Perusahaan. Penegakan terhadap pelanggaran kode etik dilakukan secara serius yang dapat mengakibatkan tindakan indisipliner sesuai dengan peraturan Perusahaan. Pelaksanaan pengawasan terhadap jalannya kode etik ini menjadi tanggung jawab setiap atasan.

### 3. Ethics Regarding Specific Matters

Furthermore, ethical behavior within the Company environment also regulates specific matters, including but not limited to: conflicts of interest, corrupt practices such as collusion and nepotism (KKN), gratuities, business entertainment, documentation, transparency and confidentiality of information, political activities, alcohol, narcotics, drugs, gambling, use of company assets, meeting etiquette, as well as environmental responsibility.

## 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

To ensure that all organs of the company are committed to fostering a healthy business ethics and culture, as well as promoting understanding, concern, and commitment at all levels, Semen Baturaja personnel are required to sign a Statement of Compliance with the Code of Conduct.

Signing the Code of Conduct Compliance Statement is a declaration that the company's code of conduct applies to the Board of Commissioners, Directors, and Employees. In 2022, four members of the Board of Commissioners, five Directors, and 897 employees and business partners signed the Statement of Compliance with the Code of Conduct.

## SOCIALIZATION OF THE COMPANY CODE OF CONDUCT

To ensure a comprehensive understanding of the Code of Conduct, the Company has regularly disseminated it to all stakeholders at every level.

As of December 31, 2022, the Company has distributed the Code of Conduct through various channels, including email blasts to all employees and business partners, the Company's website at [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id), which can be accessed by both internal and external parties, and the Company's internal portal at <http://10.10.2.105/intranetptsb/>, which is accessible to all employees.

## ENFORCEMENT OF THE COMPANY BUSINESS ETHICS AND WORK ACCESS

The code of conduct applies to the Board of Directors, Board of Commissioners, and all employees of the Company. Violations of the code of conduct are taken seriously, and may result in disciplinary action in accordance with Company regulations. The responsibility for supervising the implementation of this code of conduct lies with each superior.



## SANKSI PELANGGARAN PEDOMAN PERILAKU

Bagi Karyawan 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 pemberian 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 sanksi diberikan sesuai dengan kontrak, peraturan perundang-undangan dan keputusan Perusahaan.

## JUMLAH LAPORAN PELANGGARAN KODE ETIK

Sebagai upaya untuk menerapkan dan menegakkan pelaksanaan bisnis yang beretika, Perusahaan menyediakan sarana laporan pelanggaran kode etik dengan melibatkan pengurus dan karyawan Perusahaan, melalui:

Website : wbs.semenbaturaja.co.id  
Email : wbs.smbr@sig.id

Surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:

VP Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati,  
Palembang, Sumatra Selatan 30258

Adapun, penanganan dan pelanggaran kode etik di Perusahaan dilakukan oleh *Division Human Resource & General Affair*. Di tahun 2022, terdapat 13 pelanggaran kode etik dengan rincian sebagai berikut:

| Jenis Sanksi<br>Type of Sanction         | Jumlah<br>Total | Bentuk Pelanggaran<br>Type of Breach                                                                                                                                                                                                                                             |
|------------------------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Teguran Lisan<br>Verbal Warning          | -               | -                                                                                                                                                                                                                                                                                |
| Surat Peringatan I<br>Warning Slip I     | 1               | Pelanggaran Etika Kerja dan Pelanggaran Ketentuan Keselamatan Kerja<br>Violation of code of conduct and violation of work safety regulations                                                                                                                                     |
| Surat Peringatan II<br>Warning Slip II   | 1               | Pelanggaran Disiplin Kerja, Etika Kerja dan Keselamatan Kerja<br>Violation of Work Discipline, Work Ethics and Work Safety                                                                                                                                                       |
| Surat Peringatan III<br>Warning Slip III | 11              | Pelanggaran Disiplin Kerja, Etika Kerja dan Keselamatan Kerja, Pelanggaran Ketertiban Umum (Kesalahan Berat) dan Pelanggaran Bersifat Mendesak<br>Violations of Work Discipline, Work Ethics and Work Safety, Violations of Public Order (Severe Mistakes) and Urgent Violations |
| <b>Jumlah Total</b>                      | <b>13</b>       |                                                                                                                                                                                                                                                                                  |

## SANCTION ON VIOLATION OF THE CODE OF CONDUCT

In the event that an employee is found to have violated the Code of Conduct, they will be subject to sanctions or other disciplinary actions as specified in the Collective Labor Agreement (CLA). The sanctions may take the form of:

1. Verbal Warning
2. Warning Slip I
3. Warning Slip II
4. Warning Slip III
5. Employment Termination

If members of the Board of Directors or the Board of Commissioners violate the Code of Conduct, the General Meeting of Shareholders (GMS) has the authority to impose sanctions in accordance with applicable regulations. In the case of business partners who violate the Code of Conduct, sanctions are imposed in accordance with the contract, laws and regulations, and decisions made by the Company.

## TOTAL VIOLATIONS TO THE CODE OF CONDUCT

To implement and enforce ethical business practices, the Company has established a Whistleblowing facility in its code of conduct, which involves both the management and employees of the Company. The facility is provided through:

Website : wbs.semenbaturaja.co.id  
Email : wbs.smbr@sig.id

Letter by noting the code WBS on the outside of the envelope addressed to:

VP Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati,  
Palembang, South Sumatra 30258

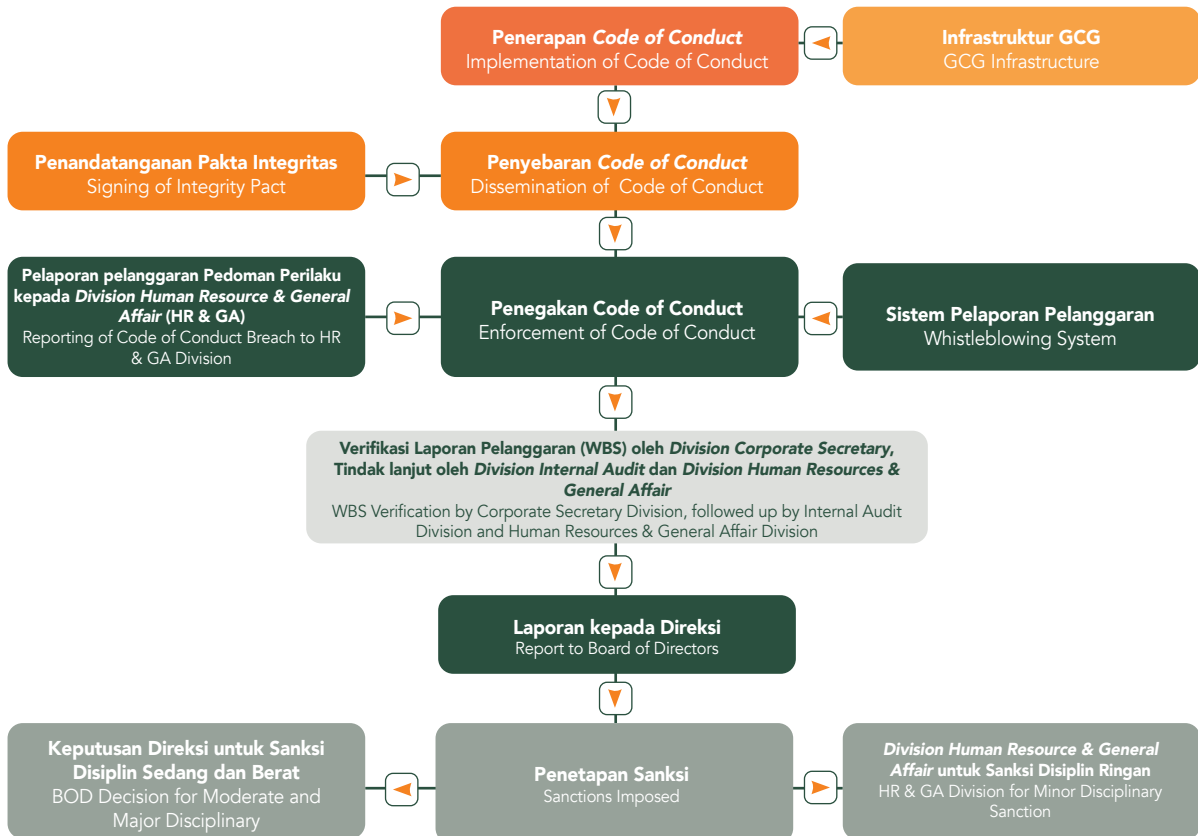
Meanwhile, the handling and management of violations of the Company's Code of Conduct is the responsibility of the Human Resources & General Affairs Division. In 2022, there were 13 cases of Code of Conduct violations with the following details:



### Tren Pelanggaran 2021-2022 Trend of Breach 2021-2022



### Bagan Penyebaran dan Penegakan Etika Perilaku Perusahaan Scheme of Distribution and Enforcement of Code of Conduct



# LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA THE STATE OFFICIAL WEALTH REPORT

Perusahaan senantiasa menerapkan prinsip Tata Kelola Perusahaan yang Baik. Salah satu upaya yang dilakukan adalah dengan menjaga komitmen untuk mencegah praktik korupsi yang diwujudkan melalui penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Disamping itu, LHKPN ini merupakan program Pemerintah dalam mewujudkan Pemerintahan yang bersih, termasuk di lingkungan Badan Usaha Milik Negara (BUMN). Sebagai BUMN yang senantiasa patuh terhadap peraturan yang ada, Perusahaan mengatur pengelolaan LHKPN di lingkungan Perusahaan.

## DASAR HUKUM PENYAMPAIAN LHKPN

Berdasarkan Surat Edaran Menteri BUMN No. SE-12/MBU/10/2021 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Bagi Pejabat di Lingkungan BUMN dan dalam mewujudkan Perusahaan BUMN yang Bersih dari Praktik Korupsi, Kolusi, Nepotisme (KKN) serta penyalahgunaan wewenang, maka setiap pejabat penyelenggara negara di lingkungan BUMN memiliki kewajiban untuk melaporkan harta kekayaannya dalam bentuk LHKPN kepada Komisi Pemberantasan Korupsi (KPK).

Selain itu, Perusahaan juga mengacu pada dasar hukum dan Peraturan mengenai penyampaian LHKPN, di antaranya:

1. Peraturan Komisi Pemberantasan Korupsi No. 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara, sebagaimana telah diubah terakhir dengan Peraturan Komisi Pemberantasan Korupsi No. 2 Tahun 2020 tentang Perubahan Atas Peraturan Komisi Pemberantasan Korupsi No. 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara;
2. Surat Keputusan Direksi No. PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Laporan Harta Kekayaan Bagi Pejabat di Lingkungan PT Semen Baturaja (Persero) Tbk.

Berkaitan dengan hal tersebut, Perusahaan telah menyusun Pedoman Penyampaian Laporan Harta Kekayaan bagi Pejabat di lingkungan PT Semen Baturaja Tbk, yang secara berkala terus disempurnakan, terakhir melalui Surat Keputusan Direksi No. 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 company consistently upholds the principles of Good Corporate Governance, which includes a strong commitment to preventing corrupt practices. One way this is demonstrated is through the submission of State Officials' Wealth Reports (LHKPN). This program is part of the government's efforts to ensure clean governance, including in State-Owned Enterprises (SOEs). As a SOE that adheres to all applicable regulations, the Company has established guidelines for managing LHKPN within the organization.

## LEGAL BASIS FOR SUBMISSION OF LHKPN

In accordance with Circular Letter No. SE-12/MBU/10/2021 from the Minister of SOE, it is mandatory for officials within the SOE environment to submit their State Officials' Wealth Reports (LHKPN) to the Corruption Eradication Commission (KPK). This is a government program aimed at ensuring that SOE companies are free from corrupt practices, collusion, nepotism (KKN), and abuse of authority.

The Company also abides by the legal basis and regulations pertaining to the submission of LHKPN, which include:

1. Corruption Eradication Commission Regulation No. 7 of 2016 that outlines the procedures for registering, announcing, and examining the assets of State Administrators. This regulation was last amended by Corruption Eradication Commission Regulation No. 2 of 2020.
2. Directors Decree No. PH.01.04/018/2019, issued on February 22, 2019, that provides guidelines for submitting wealth reports for officials within PT Semen Baturaja (Persero) Tbk

To comply with these regulations, the Company has prepared periodic refinements to the Guidelines for Submission of Wealth Reports for Officials within PT Semen Baturaja Tbk. The latest refinement was made by Decree of the Board of Directors No. PH.01.04/018/2019 on February 22, 2019.



## PEJABAT YANG DIWAJIBKAN MENYAMPAIKAN LHKPN

Berdasarkan Surat Keputusan Direksi No. PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Laporan Harta Kekayaan Bagi Pejabat di Lingkungan PT Semen Baturaja (Persero) Tbk, maka:

- Pejabat yang diwajibkan untuk menyampaikan LHKPN adalah sebagai berikut:
  - Dewan Komisaris
  - Direksi
  - Pejabat Struktural satu tingkat di bawah Direksi yang ditetapkan oleh Direksi
  - Pejabat lain yang memiliki fungsi strategis di lingkungan BUMN yang ditetapkan oleh Direksi.
- Penetapan Direksi mengenai Pejabat Struktural satu tingkat di bawah Direksi sebagaimana dimaksud dalam poin 1 huruf c di atas adalah seluruh *Senior Manager*/setingkat di lingkungan PT Semen Baturaja Tbk.

## UNIT PENGELOLAAN LHKPN

Susunan kepengurusan Unit Pengelolaan LHKPN di PT Semen Baturaja Tbk adalah sebagai berikut :

- Koordinator
  - Senior Manager Operation & ICT Audit (Division Internal Audit)*
  - Senior Manager HR Operation (Division Human Resource & General Affair)*
- 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)*

## KETENTUAN PENYAMPAIAN LHKPN

Ketentuan penyampaian LHKPN diatur dalam Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/018/2019. Di mana penyampaian LHKPN ini memiliki ketentuan sebagai berikut:

- Pejabat Perusahaan wajib menyampaikan LHKPN kepada KPK pada saat:
  - Pengangkatan sebagai Pejabat Perusahaan saat pertama kali menjabat;
  - Pengangkatan kembali sebagai Pejabat Perusahaan setelah berakhirnya masa jabatan atau pensiun; atau
  - Berakhirnya masa jabatan atau pensiun sebagai Pejabat Perusahaan atau pensiun.
- 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.
- Penyampaian LHKPN selama menjabat sebagai Pejabat Perusahaan dilakukan secara periodik setiap 1 tahun sekali selambat-lambatnya tanggal 31 Maret tahun berikutnya.

## OFFICIALS OBLIGATED TO SUBMIT LHKPN

Based on the Board of Directors' Decree No. PH.01.04/018/2019 dated February 22, 2019 regarding Guidelines for Submission of Wealth Reports for Officials within PT Semen Baturaja (Persero) Tbk,

- The following officials are required to submit LHKPN:
  - Board of Commissioners
  - Board of Directors
  - Structural Officer one level below the Board of Directors who is determined by the Board of Directors
  - Other officials who have strategic functions in the SOE environment as determined by the Board of Directors.
- The Board of Directors has determined that all Senior Managers/levels within PT Semen Baturaja Tbk are considered as the Structural Officers one level below the Board of Directors referred to in point 1 letter c above.

## LHKPN MANAGEMENT UNIT

The management structure of the LHKPN Management Unit at PT Semen Baturaja Tbk is composed of the following:

- Coordinator
  - Senior Manager Operation & ICT Audit (Internal Audit Division)
  - Senior Manager HR Operations (Human Resource & General Affairs Division)
- Members
  - Manager level - Section Recruitment & Industrial Relations (Human Resources & General Affairs Division)
  - Junior Manager level - Section Team IOM Palembang and Jakarta (Management Accounting & ICT Division)

## REQUIREMENTS FOR SUBMISSION OF LHKPN

The regulations for the submission of LHKPN are outlined in the PT Semen Baturaja (Persero) Tbk Board of Directors Decree No. PH. 01.04/018/2019. The submission of LHKPN must adhere to the following guidelines:

- Company officials are obligated to submit LHKPN to the KPK under the following circumstances:
  - Upon initial appointment as a Company Officer;
  - Upon re-appointment as a Company Officer after the end of their term or retirement; or
  - Upon the end of their term or retirement as a Company Officer.
- LHKPN must be submitted to the KPK no later than 3 (three) months from the first appointment, re-appointment, termination of position, or retirement.
- While serving as a Company Officer, submission of LHKPN must occur periodically every year, no later than March 31 of the following year.





4. LHKPN harus diisi oleh ahli waris Pejabat Perusahaan apabila yang bersangkutan telah meninggal dunia dan diserahkan kepada Unit Pengelolaan LHKPN PT Semen Baturaja Tbk.
5. Dewan Komisaris dan Direksi yang tidak mematuhi ketentuan sebagaimana diatur dalam Pedoman Penyampaian Laporan Harta Kekayaan di lingkungan PT Semen Baturaja 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 Tbk.

4. In the event of the Company Officer's death, their heirs must fill out and submit the LHKPN to the LHKPN Management Unit of PT Semen Baturaja Tbk.
5. The Board of Commissioners and Directors who fail to comply with the Guidelines for Submission of Wealth Reports within PT Semen Baturaja Tbk will be subject to sanctions in accordance with the provisions applicable to the Ministry of SOE.
6. Any Vice Presidents and Senior Managers who fail to submit their LHKPN will be subject to sanctions by the Company in accordance with the provisions in force within PT Semen Baturaja Tbk.

## REALISASI LHKPN

Jumlah pejabat yang wajib menyampaikan LHKPN di Perusahaan pada tahun 2022 digambarkan pada tabel di bawah ini:

## REALIZATION OF LHKPN

Number of officials required to submit LHKPN at the Company in 2022 which is illustrated in the table below:

| Pejabat<br>Official                                                              | Jumlah Wajib Lapo<br>Total Mandatory<br>Officials | Telah Melaporkan<br>Completed Submission |               |
|----------------------------------------------------------------------------------|---------------------------------------------------|------------------------------------------|---------------|
|                                                                                  |                                                   | Jumlah<br>Total                          | %             |
| Dewan Komisaris<br>Board of Commissioners                                        | 4                                                 | 4                                        | 100,00        |
| Direksi<br>Board of Directors                                                    | 5                                                 | 5                                        | 100,00        |
| Pejabat Eselon I ( <i>Vice President</i> )<br>Echelon Level I (Vice President)   | 19                                                | 19                                       | 100,00        |
| Pejabat Eselon II ( <i>Senior Manager</i> )<br>Echelon Level II (Senior Manager) | 65                                                | 65                                       | 100,00        |
| <b>Jumlah<br/>Total</b>                                                          | <b>93</b>                                         | <b>93</b>                                | <b>100,00</b> |



# KEBIJAKAN ANTI KORUPSI

## ANTI-CORRUPTION POLICY

### PROGRAM DAN PROSEDUR YANG DILAKUKAN DALAM MENGATASI PRAKTIK KORUPSI, BALAS JASA (KICKBACKS), FRAUD, SUAP DAN/ATAU GRATIFIKASI

Perusahaan senantiasa berusaha menjalankan praktik bisnis yang bersih dan bebas dari potensi korupsi dan suap serta mendukung upaya pencegahan dan pemberantasan korupsi di Perusahaan. Upaya untuk mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi di lingkungan Perusahaan diatur dalam Kebijakan Anti Penyuapan serta Pedoman Pengendalian Gratifikasi. Hal ini diharapkan dapat terus menjaga serta meningkatkan kepercayaan *stakeholders* terhadap Perusahaan.

Pada tahun 2022 sebagai bagian dari penerapan manajemen risiko di Perusahaan, dilakukan identifikasi terhadap adanya potensi risiko terkait korupsi, *fraud*, suap serta gratifikasi serta rencana mitigasi untuk proses pencegahan. Monitoring dan evaluasi atas risiko tersebut dilakukan secara berkala untuk memastikan efektivitas pelaksanaannya.

Komitmen terhadap anti korupsi dimuat dalam Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku serta Pakta Integritas yang ditandatangani baik oleh pengurus maupun karyawan serta rekan bisnis perusahaan.

Selain itu, Perusahaan melengkapi kebijakan antikorupsi dengan kebijakan lainnya yang berkaitan dengan upaya pencegahan terhadap korupsi berupa Pedoman GCG, Pedoman Perilaku, SOP Uji Kelayakan (*Due Diligence*) serta SOP Pelaporan Pelanggaran/*Whistleblowing System*.

### PELATIHAN/SOSIALISASI ANTI KORUPSI

Sosialisasi atas kebijakan dan prosedur yang dimiliki oleh Perusahaan secara berkala dilakukan, untuk meningkatkan *awareness* dalam mendukung upaya pencegahan dan pemberantasan korupsi. Selain itu, Perusahaan juga melaksanakan pelatihan dan *awareness* berupa :

1. Pelatihan SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan dengan narasumber dari Badan Standardisasi Nasional (BSN) yang dilaksanakan pada 29 Maret 2022.
2. Partisipasi peserta webinar "Anti Corruption Collective Action – Advancing Collective Action Against Corruption" oleh Global Compact Network Indonesia & KAKI pada 09 Juni 2022.

### PROGRAMS AND PROCEDURES IMPLEMENTED IN ADDRESSING CORRUPTION PRACTICES, KICKBACKS, FRAUD, BRIBES AND/OR GRATUITIES

The Company is committed to conducting business practices that are transparent and free from corruption and bribery. It supports efforts to prevent and eradicate corruption within its operations. To this end, it has established an Anti-Bribery Policy and Gratuities Control Guidelines to regulate its employees' conduct and prevent corrupt practices, kickbacks, fraud, bribery, and gratuities.

In 2022, the Company implemented a risk management program that included identifying potential risks related to corruption, fraud, bribery, and gratuities. The program also developed a mitigation plan to prevent these risks. The Company conducts periodic monitoring and evaluation to ensure the plan's effectiveness in mitigating risks and preventing corrupt practices.

The Company's commitment to anti-corruption is reflected in the Declaration of Compliance with the Code of Conduct and the Integrity Pact signed by its management, employees, and business partners.

It has also established additional policies, such as GCG Guidelines, Code of Conduct, Due Diligence Test SOP, and Whistleblowing System SOP, to prevent corrupt practices and promote ethical conduct. These efforts aim to enhance stakeholders' trust in the Company and ensure its sustainable growth.

### ANTI-CORRUPTION TRAINING/ SOCIALIZATION

The Company conducts periodic socialization of its policies and procedures to raise awareness in supporting its efforts to prevent and eradicate corruption. Moreover, it also offers training and awareness programs such as:

1. A training session on the SNI ISO 37001:2016 Anti-Bribery Management System with speakers from the National Standardization Agency (BSN), which took place on March 29, 2022.
2. Participation in the "Anti-Corruption Collective Action - Advancing Collective Action Against Corruption" webinar organized by the Global Compact Network Indonesia & KAKI on June 09, 2022.





3. Himbauan kepada rekan bisnis melalui *email blasting* untuk mengikuti *webinar* SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan dengan narasumber dari EY Executive Forum Committee dilakukan pada 29 November 2022.
4. Partisipasi peserta *webinar* SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan dengan narasumber dari EY Executive Forum Committee yang dilaksanakan pada 02 Desember 2022.

Perusahaan juga turut berpartisipasi dalam rangka memperingati Hari Anti Korupsi Sedunia pada 09 Desember 2022 dengan mempublikasikan pesan anti korupsi melalui media sosial Perusahaan.

3. An email blast inviting business partners to take part in a webinar on the SNI ISO 37001:2016 Anti-Bribery Management System with speakers from the EY Executive Forum Committee, held on November 29, 2022.
4. Participation in a webinar on the SNI ISO 37001:2016 Anti-Bribery Management System with speakers from the EY Executive Forum Committee, which took place on December 02, 2022.

In addition, the Company commemorates World Anti-Corruption Day on December 09, 2022 by disseminating anti-corruption messages through its social media platforms.



# KEBIJAKAN GRATIFIKASI

## GRATUITIES POLICY

### GRATIFIKASI

Perusahaan senantiasa berupaya dalam mewujudkan iklim usaha yang sehat, menghindari tindakan ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN). Upaya ini dilakukan dengan menjalankan prinsip GCG dengan mengedepankan kepentingan Perusahaan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Berkaitan dengan hal tersebut, kebijakan anti korupsi Perusahaan didasari penerapan beberapa peraturan di antaranya:

1. Undang-Undang No. 11 Tahun 1980 tentang Tindak Pidana Suap.
2. Undang-Undang No. 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 Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.
4. Peraturan Komisi Pemberantasan Korupsi Republik Indonesia No. 2 Tahun 2019 tentang Pelaporan Gratifikasi.

Selanjutnya, Perusahaan juga berkomitmen untuk tidak menerima dan meminta gratifikasi. Dalam hal ini, Perusahaan telah mengeluarkan Pedoman Pengendalian Gratifikasi yang telah disahkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.02/069/2018 tanggal 01 Oktober 2018 tentang Pedoman Pengendalian Gratifikasi yang telah dimutakhirkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/144/2020 tanggal 28 Desember 2020 sebagai komitmen dalam mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Pedoman Pengendalian Gratifikasi tersebut memuat dengan jelas dan terperinci tentang klasifikasi gratifikasi, pemanfaatan dan pengelolaan gratifikasi, pelaporan dan sanksi.

### PRINSIP DASAR PENGENDALIAN GRATIFIKASI

Dalam pengendalian gratifikasi, Perusahaan berprinsip pada:

1. Semua Pengurus dan Karyawan Perusahaan dan/atau Keluarga dilarang menawarkan atau memberikan suap, gratifikasi dalam bentuk apa pun.
2. Semua pengurus dan karyawan Perusahaan dan/atau keluarga dilarang meminta atau menerima secara langsung ataupun tidak langsung Gratifikasi dari *Stakeholders*, Mitra Usaha dan/atau Pihak Ketiga karena jabatannya dan berlawanan dengan kewajiban atau tugasnya yang diterima di dalam negeri maupun luar

### GRATUITIES

The Company endeavors to foster a robust business environment, refraining from any conduct that may engender conflicts of interest, corruption, collusion, or nepotism (KKN). This is achieved by adhering to Good Corporate Governance (GCG) principles, which prioritize the company's interests over those of individuals, families, groups, or associations. To this end, the company's anti-corruption policy is grounded in the implementation of multiple regulations, including:

1. Law No. 11 of 1980 concerning the Crime of Bribery.
2. Law No. 28 of 1999 concerning the Administration of a State that is Clean and Free from Corruption, Collusion and Nepotism.
3. Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning Eradication of Corruption Crimes.
4. Regulation of the Corruption Eradication Commission of the Republic of Indonesia No. 2 of 2019 concerning Reporting of Gratuities.

Furthermore, the Company is committed to neither accepting nor soliciting gratification. In this regard, the Company has issued the Gratification Control Guidelines, which were ratified through the Directors' Decree of PT Semen Baturaja (Persero) Tbk No. PH.01.02/069/2018 dated October 01, 2018, and updated through the Directors' Decree of PT Semen Baturaja (Persero) Tbk No. PH.01.04/144/2020 dated December 28, 2020 as part of our pledge to support the implementation of Good Corporate Governance.

The Gratification Control Guidelines contain clear and detailed information regarding the classification of gratification, its utilization and management, reporting procedures, and associated sanctions.

### BASIC PRINCIPLES OF GRATUITY CONTROL

To regulate gratification, the Company abides by the following principles:

1. All personnel of the Company, including their families, are strictly prohibited from providing or accepting any form of bribery or gratuity.
2. The management and employees of the Company, along with their families, are prohibited from soliciting or accepting gratification directly or indirectly from stakeholders, business partners, or third parties due to their position, which would contradict their obligations or duties in the country or overseas, and regardless of



negeri dan yang dilakukan dengan sarana elektronik atau tanpa sarana elektronik.

3. Semua Pengurus dan Karyawan Perusahaan dan/atau Keluarga bertanggung jawab mencegah dan mengupayakan sistem pencegahan korupsi di lingkungan instansi.
4. Pengurus dan Karyawan Perusahaan 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 Perusahaan harus melaporkan kepada Unit Pengendalian Gratifikasi (UPG) atas penerimaan, permintaan dan/atau penolakan gratifikasi yang telah dilakukan.

## KLASIFIKASI GRATIFIKASI

Berdasarkan Pedoman Pengendalian Gratifikasi Semen Baturaja, gratifikasi didefinisikan sebagai pemberian dalam arti luas, yaitu meliputi pemberian uang, barang, rabat (diskon), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma, dan fasilitas lainnya. Baik itu diterima di dalam maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik. Secara terperinci, gratifikasi dikelompokkan menjadi 3 (tiga). Di mana pengklasifikasian ini akan menentukan penanganan/pengelolaan dari gratifikasi tersebut, yaitu:

1. Gratifikasi yang Wajib Dilaporkan  
Gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya, serta merupakan penerimaan dalam bentuk apa pun 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.
3. Gratifikasi yang Terkait Kedinasan  
Gratifikasi yang diterima oleh pengurus dan karyawan dan ditujukan atau diperuntukkan kepada PT Semen Baturaja Tbk, bukan kepada personal.

## PEMANFAATAN DAN PENGELOLAAN GRATIFIKASI

Perusahaan memiliki kebijakan terkait pemanfaatan dan pengelolaan gratifikasi. Pemanfaatan penerimaan gratifikasi ini dilakukan dengan dua cara, yakni digunakan oleh penerima untuk menunjang kinerja serta dimanfaatkan oleh Perusahaan untuk kegiatan operasional dan sebagai barang *display* atau perpustakaan.

Dalam hal ini, pengelolaan gratifikasi dilakukan oleh Unit Pengendalian Gratifikasi (UPG) yang telah dibentuk sejak tahun 2018. Dalam melaksanakan tugas dan tanggung jawabnya, UPG

whether such gratification is conducted through electronic means or otherwise.

3. All Company Personnel and their families are responsible for preventing corruption and ensuring the implementation of corruption prevention systems within the Company.
4. The Company Personnel and their families are obligated to politely and respectfully refuse any gratification that does not comply with the established guidelines and provide an explanation of such guidelines to the giver.
5. Company Personnel are required to report any instance of accepting, requesting, or refusing gratification to the Gratification Control Unit.

## GRATUITIES CLASSIFICATION

As per the Semen Baturaja Gratuities Control Guidelines, gratification is defined as a wide-ranging term that encompasses the giving of money, goods, rebates (discounts), commissions, interest-free loans, travel tickets, accommodation facilities, sightseeing trips, free medical treatment, and other similar facilities, whether received domestically or abroad and conducted through electronic or non-electronic means. Gratification is further classified into 3 categories for detailed handling and management of the gratification:

1. Reportable Gratification  
These are gratifications obtained by management and employees in any form that are related to their position and contrary to their obligations or duties. Also, gratifications obtained from parties suspected of having a relationship with the recipient's position or being illegal must be reported.
2. Non-Reportable Gratification  
These are gratifications that are generally accepted and do not conflict with applicable laws. They are considered a form of hospitality or respect in social relations within reasonable limits of value. Gifts that are within the customs, habits, and norms that exist in society are also non-reportable within reasonable limits.
3. Business-Related Gratification  
These are gratifications received by management and employees that are addressed or intended for PT Semen Baturaja Tbk, not for individuals.

## UTILIZATION AND MANAGEMENT OF GRATUITY

The Company has a policy in place for the utilization and management of gratuities. Gratuities received are utilized in two ways: by the recipients to support their performance and by the Company for operational activities, as well as for display or library items.

The management of gratuities is carried out by the Gratuity Control Unit (UPG), which was established in 2018. To perform its duties and responsibilities, the UPG is assisted by an





dibantu oleh admin unit yang ditunjuk atau melekat sesuai *job desk* yang ditetapkan oleh Direksi mengenai tugas dan wewenang UPG.

administrative unit appointed or attached according to the job description stipulated by the Directors regarding the UPG's duties and authorities.

## STRUKTUR UNIT PENGENDALIAN GRATIFIKASI

Ketua Unit Pengendalian Gratifikasi (UPG) adalah *Vice President Corporate Secretary* dengan Wakil Ketua *Senior Manager Secretarial & Stakeholder Management*. Di samping itu, terdapat Direktur Utama yang berperan sebagai pengarah dan penanggung jawab. Unit Pengendalian Gratifikasi ini juga dilengkapi dengan sekretaris dan anggota. Per 31 Desember 2022, struktur Unit Pengendalian Gratifikasi adalah sebagai berikut:



## STRUCTURE OF GRATUITY CONTROL UNIT

The Chairman of the Gratification Control Unit (GCU) is the Vice President of Corporate Secretary, and the Deputy Chair is the Senior Manager of Secretarial and Stakeholder Management. Additionally, the President Director serves as a director and is responsible for the unit. The GCU is also supported by a secretary and other members. As of December 31, 2022, the structure of the Gratification Control Unit is as follows:

## TUGAS DAN WEWENANG UNIT PENGENDALIAN GRATIFIKASI

Dalam memastikan pelaksanaan pengendalian gratifikasi berjalan efektif, Perusahaan telah mengatur tugas dan wewenang Unit Pengendalian Gratifikasi, yang mencakup:

1. Melakukan sosialisasi/diseminasi/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.

## DUTIES AND RESPONSIBILITIES OF THE GRATUITY CONTROL UNIT

To ensure effective implementation of gratification control, the Company has established clear duties and authorities for the Gratuities Control Unit, which include the following:

1. Conduct socialization, dissemination, and internalization of gratification regulations and the implementation of gratification control.
2. Conduct anti-gratification campaigns.
3. Receive, analyze, and manage reports of gratification acceptance.
4. Receive and manage reports of gratuity receipts.
5. Provide recommendations on the handling of gratification reports, determine the ownership of the reported gratification objects, and suggest the utilization of the reported gratification objects.



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 Perusahaan.
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 Perusahaan.
13. Mengadministrasikan laporan kegiatan Unit Pengendali Gratifikasi.
14. Menyimpan penerimaan gratifikasi dalam bentuk barang yang tidak mudah busuk/rusak/cepat kedaluwarsa 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.

## PELAPORAN DAN SANKSI

Seluruh Insan Semen Baturaja atau pihak-pihak lain (pelanggan, mitra kerja, dan masyarakat) yang tidak terlibat secara langsung, namun mengetahui adanya pelanggaran gratifikasi yang melibatkan pengurus dan karyawan dapat melaporkan penerimaan gratifikasi melalui media pelaporan yang disediakan oleh Perusahaan sebagai berikut:

Website : [wbs.semenbaturaja.co.id](http://wbs.semenbaturaja.co.id)  
Email : [wbs.smbr@sig.id](mailto:wbs.smbr@sig.id)

Selain itu, laporan juga dapat dikirimkan dalam bentuk surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:

VP Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati, Palembang,  
Sumatra Selatan 30258

Pelanggaran terhadap ketentuan dalam Pedoman Pengendalian Gratifikasi ini akan dikenakan sanksi sesuai dengan ketentuan dan peraturan yang sudah ditetapkan di Perusahaan.

## PELATIHAN

Perusahaan senantiasa melaksanakan pelatihan terkait sosialisasi Anti Korupsi dan Pengendalian Gratifikasi sebagai komitmen terhadap Budaya Anti Korupsi dan Pengendalian Gratifikasi. Terkait hal tersebut, Perusahaan akan terus merencanakan pelatihan dan sosialisasi secara berkala. Hingga 31 Desember 2022, Perusahaan telah melaksanakan pelatihan terkait sosialisasi Anti Korupsi dan Pengendalian Gratifikasi di Perusahaan, yaitu sebagai berikut:

6. Coordinate, consult, and forward reports of gratification acceptance to the Corruption Eradication Commission (KPK).
7. Monitor and evaluate the implementation of gratuity controls within the Company's environment. Report the results of gratuity control to the Board of Directors.
8. Coordinate with units or departments involved in the implementation and effectiveness of gratuity control.
9. Propose management policies for creating an anti-gratuity environment and preventing gratuity-related incidents.
10. Provide confirmation to the recipient and/or third parties regarding the gratuity report, if required.
11. Prepare additional guidelines necessary for the implementation of gratuity control within the Company.
12. Administer the activity reports of the Gratuity Control Unit.
13. Document the received gratuities in the form of non-perishable and non-expiring goods until the Corruption Eradication Commission (KPK) decides on their status.
14. Report summary reports on the acceptance or rejection of gratuities to the Board of Directors every semester within 10 working days after the end of the semester period.
15. Report summary reports of acceptance and rejection of gratuities periodically to the Corruption Eradication Commission (KPK).
16. Monitor and evaluate the effectiveness of gratuity control.

## REPORTING AND SANCTIONS

All personnel of Semen Baturaja, as well as external parties such as customers, work partners, and members of the community who are not directly involved but become aware of any gratification violation involving management and employees, can report such instances through the reporting channels provided by the Company, which are as follows:

Website : [wbs.semenbaturaja.co.id](http://wbs.semenbaturaja.co.id)  
Email : [wbs.smbr@sig.id](mailto:wbs.smbr@sig.id)

Additionally, reports can also be submitted in the form of a letter by clearly writing the Whistleblowing System (WBS) code on the outside of the envelope and addressing it to:

VP Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati, Palembang,  
South Sumatra 30258

The violation of provisions in the Gratuities Control Guidelines will result in sanctions as per the established regulations and policies within the Company.

## TRAINING

The Company remains committed to promoting an Anti-Corruption Culture and Gratuities Control by providing regular training and outreach programs. As of December 31, 2022, the Company has organized the following training related to Anti-Corruption and Gratuities Control socialization within the organization:



| Waktu<br>Time                                        | Kegiatan Pelatihan<br>Training Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April 2022<br>April 2022                             | Sosialisasi Pedoman <i>Monitoring</i> dan Evaluasi Program Pengendalian Gratifikasi Tahun 2022 dengan narasumber Komisi Pemberantasan Korupsi (KPK).<br>Dissemination of Guidelines for Monitoring and Evaluation of the 2022 Gratuities Control Program with sources from the Corruption Eradication Commission (KPK).                                                                                                                                                                    |
| September 2022<br>September 2022                     | Gratifikasi <i>Talk</i> (G-Talk) bertajuk "Peran Media Sosial dalam Pencegahan Praktik Gratifikasi melalui Penguatan Partisipasi Publik" oleh Komisi Pemberantasan Korupsi (KPK).<br>Gratuities Talk (G-Talk) entitled "The Role of Social Media in Preventing Gratuities Practices through Strengthening Public Participation" by the Corruption Eradication Commission (KPK).                                                                                                            |
| September 2022<br>September 2022                     | Partisipasi sebagai peserta sosialisasi "Sosialisasi Anti Penyuapan" melalui <i>Zoom Meeting</i> oleh PT Sucofindo.<br>Participation as a participant in the socialization of "Anti-Bribery Socialization" through a Zoom Meeting by PT Sucofindo.                                                                                                                                                                                                                                         |
| November & Desember 2022<br>November & December 2022 | Pelaksanaan <i>E-Learning</i> Bimbingan Teknik Peningkatan Pemahaman Gratifikasi secara mandiri melalui <a href="https://elearning.kpk.go.id">https://elearning.kpk.go.id</a> yang disediakan oleh Komisi Pemberantasan Korupsi (KPK).<br>E-Learning Implementation of Guidance Techniques for Increasing Gratification Understanding independently through <a href="https://elearning.kpk.go.id">https://elearning.kpk.go.id</a> provided by the Corruption Eradication Commission (KPK). |

## SOSIALISASI GRATIFIKASI

Perusahaan memiliki unit kerja yang berfokus pada pengendalian gratifikasi di lingkungan Perusahaan melalui dibentuknya Unit Pengendalian Gratifikasi yang disahkan melalui Surat Keputusan Direksi No. PH.01.02/073/2021, di bawah pengawasan *Corporate Secretary*, yang memiliki tugas pengelolaan, pemantauan, pelaporan gratifikasi, dan menjalankan fungsi pengendalian gratifikasi di lingkungan Perusahaan.

Per 31 Desember 2022, Unit Pengendalian Gratifikasi telah melaksanakan sosialisasi, di antaranya:

1. Perusahaan melaksanakan Sosialisasi Pedoman Pengendalian Gratifikasi ke seluruh Pengurus, Karyawan Perusahaan serta Mitra Usaha melalui *e-mail*.
2. Publikasi Pedoman Pengendalian Gratifikasi melalui media *Website* Perusahaan di [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id) yang bisa di akses oleh pihak internal maupun eksternal dan media Intranet Perusahaan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh Karyawan Perusahaan.
3. Pada tanggal 16 April 2022, Perusahaan melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri melalui media sosial perusahaan, serta pada tanggal 18 April 2022 melalui 3 (tiga) media massa (Sumatra Ekspres, Lampung Post dan OKU Ekspres) serta intranet dan *website*. Pada tanggal 22 Desember 2022, 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.
4. Melakukan sosialisasi video Pesan Sosialisasi Anti (PSA) Gratifikasi melalui *email blasting*, media sosial Perusahaan, Aplikasi *Knowledge Management* dan tayangan televisi internal yang ada di unit kerja pada bulan Maret, April dan Oktober 2022.

## SOCIALIZATION ON GRATUITY

The company has a dedicated work unit that focuses on controlling gratuities within the organization. This is achieved through the establishment of a Gratuities Control Unit that was ratified by the Decree of the Board of Directors No. PH.01.02/073/2021. The unit operates under the supervision of the Corporate Secretary, who is responsible for managing, monitoring, and reporting on gratuities, as well as carrying out the function of gratuities control within the company.

As of December 31, 2022, the Gratuities Control Unit has conducted various socialization efforts, including:

1. The Company conducted the socialization of Gratuities Control Guidelines to all management, employees of the company, and business partners through email.
2. The Gratuities Control Guidelines were published on the Company's website at [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id), which can be accessed by internal and external parties, and on the Company's intranet at <http://10.10.2.105/intranetptsb/>, which can be accessed by all employees of the Company.
3. The Company implemented GCG principles by publishing advertisements prohibiting the receiving or asking for gratuities in the context of Eid Al-Fitr on April 16, 2022, through the Company's social media and on April 18, 2022, through 3 (three) mass media (Sumatra Ekspres, Lampung Post, and OKU Ekspres), as well as the intranet and website. On December 22, 2022, GCG principles were also implemented by re-issuing a ban on receiving or requesting gratuities for Christmas Day via the intranet, easy access applications, the Company's website, and social media.
4. Anti-Gratuities Socialization Message (PSA) videos were socialized through email blasting, the Company's social media, knowledge management applications, and internal television broadcasts in work units in March, April, and October 2022.



5. Melakukan sosialisasi prinsip 4 No's, Penolakan Gratifikasi dan Media Pelaporan melalui *domain wallpaper* PC/Laptop setiap Karyawan pada Januari, April, November, Desember 2022.

Di samping itu, Perusahaan juga membuat alat peraga dalam mengimplementasikan pengendalian gratifikasi, yaitu berupa *roll-up banner* gratifikasi, stiker anti penyuapan yang ditempatkan di lingkungan Perusahaan, *domain wallpaper* anti suap, dan penolakan gratifikasi pada PC/laptop.

## LAPORAN PENERIMAAN GRATIFIKASI DI TAHUN 2022

Per 31 Desember 2022, Perusahaan telah menerima adanya laporan gratifikasi sebanyak 12 (dua belas) laporan. Terdapat peningkatan jumlah laporan gratifikasi dibanding tahun 2021 yaitu sebanyak 8 (delapan) laporan. Selanjutnya, seluruh laporan gratifikasi tersebut telah ditindaklanjuti oleh Perusahaan dengan cara disalurkan ke panti asuhan, *cleaning service* serta warga kurang mampu yang berada di sekitar lingkungan Perusahaan.

## MEKANISME PELAPORAN PENERIMAAN GRATIFIKASI

Penerimaan, penolakan, dan permintaan gratifikasi wajib dilaporkan oleh Pengurus dan Karyawan kepada Unit Pengendalian Gratifikasi (UPG). Seluruh Insan Semen Baturaja dapat memberikan laporan secara langsung ke Unit Pengendalian Gratifikasi (UPG), melalui *email* [wbs.smbbr@sig.id](mailto:wbs.smbbr@sig.id), telepon, media lain atau aplikasi sesuai mekanisme yang berlaku.

Adapun tata cara pelaporannya adalah 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 (sepuluh) hari kerja setelah tanggal penerimaan.
2. Dalam hal pelaporan penerimaan gratifikasi telah lewat dari 10 (sepuluh) 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 (tiga puluh) hari kerja. UPG tetap melakukan rekapitulasi terhadap keterlambatan laporan penerimaan gratifikasi yang disampaikan. Dalam hal pelaporan penerimaan gratifikasi telah lewat 30 (tiga puluh) 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 (sepuluh) hari kerja setelah tanggal penerimaan.

5. The Company conducted the socialization of 4 No's principles, Gratuities Rejection and Reporting Media through the PC/Laptop wallpaper domain for each employee in January, April, November, and December 2022.

Moreover, to support the implementation of gratuity control, the Company provides teaching aids such as gratuity roll-up banners, anti-bribery stickers placed in the Company's premises, anti-bribery wallpaper domains, and gratuity rejection reminders on PCs/laptops.

## REPORT ON RECEIVED GRATUITIES IN 2022

By December 31, 2022, the Company had received 12 reports of gratuities, indicating an increase compared to 2021, where only 8 reports were submitted. It is noteworthy that all gratuity reports have been duly followed up by the Company, which has distributed them to orphanages, cleaning services, and underprivileged residents in the Company's vicinity.

## MECHANISM OF GRATUITY ACCEPTANCE REPORTING

Acceptance, rejection, and requests for gratuities must be promptly reported by Semen Baturaja's management and employees to the Gratuities Control Unit (UPG). All personnel of Semen Baturaja can directly submit reports to the UPG through various channels, including email ([wbs.smbbr@sig.id](mailto:wbs.smbbr@sig.id)), telephone, other media, or applications according to the applicable mechanism.

The procedures for reporting are as follows:

1. Whistleblowers should fill out the Gratuity Reporting Form provided by the UPG or download it from the GCG menu on the intranet. The form should be accompanied by supporting documents related to the gratuities, and it should be submitted no later than ten working days after the date of receipt.
2. In the event that the report on the receipt of gratuities is submitted after the deadline of ten working days, the UPG cannot receive the report, and it recommends that the whistleblower report directly to the Corruption Eradication Commission (KPK) either in writing or through the Gol-KPK application no later than thirty working days. The UPG will still recapitulate the delay in receiving the reports of gratuities that have been submitted. If the report on the receipt of gratuities passes thirty 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 perishable, damaged, or quickly expired goods with a value of more than IDR200,000 (two hundred thousand rupiahs) must be reported no later than 10 (ten) working days after the date of receipt.





- b. Penerimaan dalam bentuk barang yang tidak mudah busuk/rusak/cepat kedaluwarsa dilaporkan paling lama 10 (sepuluh) 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.
        - i) 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.
        - ii) Pelapor wajib melaporkan penyaluran gratifikasi tersebut paling lambat 10 (sepuluh) 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 (sepuluh) hari kerja sejak tanggal penerimaan laporan gratifikasi.
  7. Dalam hal laporan gratifikasi tidak lengkap, maka laporan gratifikasi disampaikan kembali kepada pelapor untuk dilengkapi. Apabila laporan gratifikasi sebagaimana dimaksud tidak dilengkapi paling lama 10 (sepuluh) 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 (tiga puluh) 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 (sepuluh) hari kerja setelah berakhirnya periode semester tersebut.
- b. Receipts in the form of non-perishable, undamaged, or goods that do not expire quickly must be reported no later than 10 (ten) working days after the date of receipt.
    4. The UPG must promptly acknowledge receipt of the report on gratuities from the complainant within 7 (seven) working days.
    5. The determination of status and treatment of received gratuities is as follows:
      - a. Perishable, damaged, or quickly expired goods:
        - i) Upon receipt of a report on gratuities, the Gratuities Control Unit (UPG) decides to distribute the gratuities to designated parties as provided in Chapter II, Point 2.4, Points 3-5 of this Gratuity Reporting Guideline submitted by the complainant.
        - ii) The complainant must report the distribution of gratuities no later than 10 (ten) working days after the receipt date and provide proof of gratuity distribution.
      - b. Non-perishable goods:

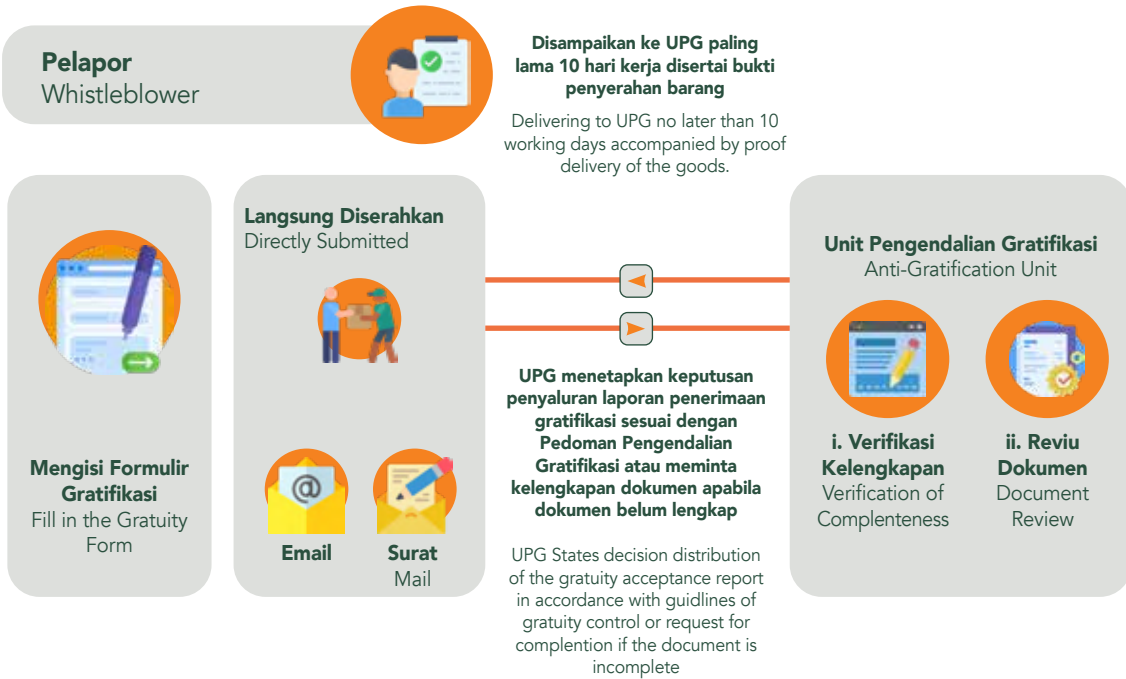
For non-perishable goods, the Gratuities Control Unit (UPG) must keep them in storage until ownership status is determined by the Corruption Eradication Commission (KPK).
  6. The Gratuities Control Unit (UPG) verifies the completeness of gratuity reports and ensures that they are accompanied by all necessary supporting documents before submitting them to the Corruption Eradication Commission (KPK) no later than 10 (ten) working days after the date of receipt.
  7. Incomplete gratuity reports are returned to the complainant to be completed. If the gratuity report is not completed within ten (10) working days from the date of receipt of the report, the gratuity report cannot be followed up.
  8. The KPK will analyze, verify, classify and determine the status of the gratuity report submitted by the Gratuity Control Unit (UPG) within a maximum of thirty (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 of the decision, and then the Gratuity Control Unit will hand over the stored goods to the State through the KPK.
  10. The Gratuity Control Unit (UPG) prepares a summary of the acceptance and rejection of gratuities and reports it to the Board of Directors periodically each semester no later than ten (10) working days after the end of the semester.





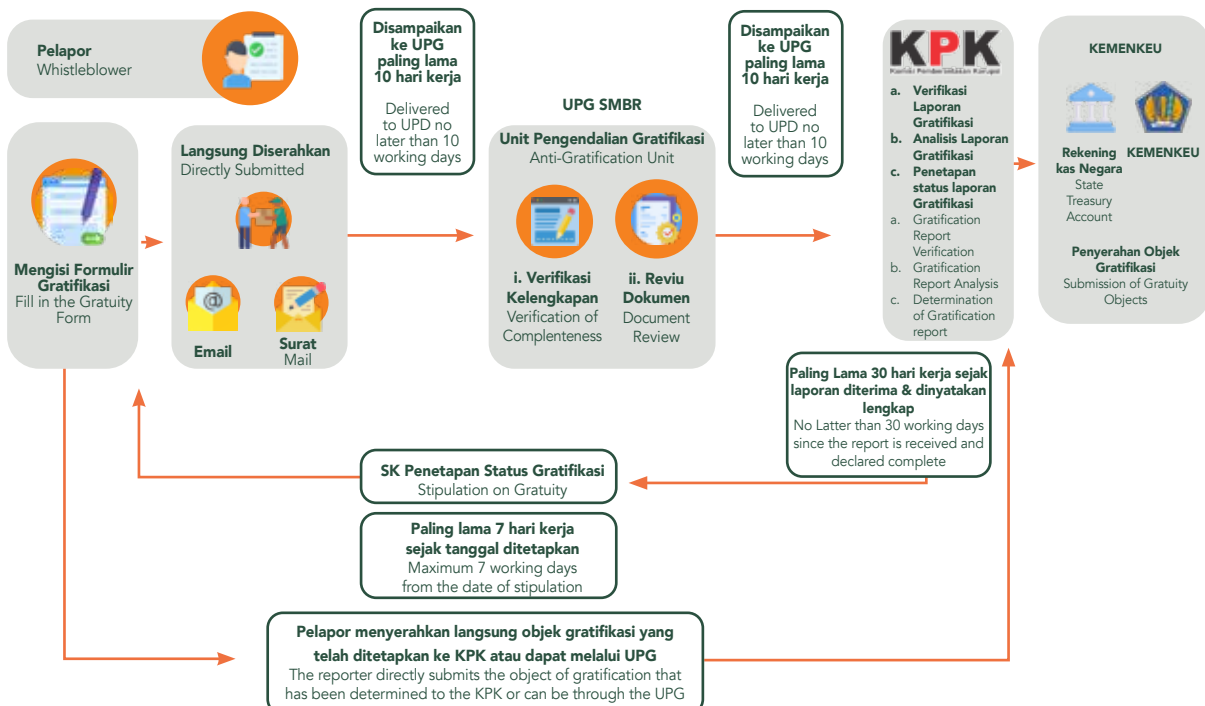
## ALUR PENERIMAAN BARANG CEPAT RUSAK/BUSUK/KEDALUWARSA

## FLOW OF ACCEPTANCE OF IMMEDIATELY PERISHABLE/ DAMAGED/EXPIRED GOODS



## ALUR PENERIMAAN LAPORAN UNTUK UANG/SETARA UANG

## FLOW OF ACCEPTANCE OF REPORTS FOR MONEY/ ITS EQUIVALENT





# KEBIJAKAN ANTI PENYUAPAN

## ANTI-BRIBERY POLICY

Perusahaan berkomitmen untuk melaksanakan semua aktivitas dengan penuh tanggung jawab dengan mematuhi segala peraturan dan perundangan anti penyuapan yang berlaku. Kebijakan mengenai anti penyuapan tercantum dalam Kebijakan Penerapan Tata Kelola Perusahaan yang Baik yang telah ditandatangani pada tanggal 25 September 2020. Perusahaan telah menetapkan hal-hal sebagai berikut:

1. Mengelola Perusahaan secara amanah, jujur dan adil serta senantiasa menjunjung tinggi etika kerja dalam rangka mencapai Visi, Misi, dan Sasaran Perusahaan.
2. Mematuhi, melaksanakan ketentuan yang tercantum dalam Pedoman GCG, Pedoman Perilaku, *Board Manual*, Pedoman Pengendalian Gratifikasi dan Pedoman Benturan Kepentingan.
3. Meningkatkan nilai Perusahaan secara berkesinambungan, dengan menerapkan Manajemen Risiko dan manajemen pengelolaan secara berhati-hati.
4. Menempatkan semua pihak yang terkait dengan Perusahaan (*Stakeholders*) sebagai mitra kerja yang harmonis dan efektif dalam mencapai tujuan Perusahaan dengan saling menguntungkan.
5. Mengungkapkan informasi yang relevan mengenai Perusahaan kepada pihak-pihak yang berkepentingan secara memadai sesuai dengan peraturan Perusahaan dan perundang-undangan yang berlaku.
6. Menggunakan kewenangan dan harta, fasilitas serta sumber daya Perusahaan semata-mata untuk sesuatu yang bermanfaat demi memajukan kepentingan Perusahaan dan tidak menggunakannya untuk kepentingan yang bertentangan dengan Tujuan Perusahaan.
7. Melakukan pengambilan keputusan yang efektif dan efisien dengan penuh tanggung jawab serta menjauhkan diri dari tindakan menerima dan atau memberikan suap, komisi, hadiah dan pemberian lainnya yang dapat mempengaruhi pengambilan keputusan.
8. Melaksanakan Sistem Manajemen Anti Penyuapan SNI ISO 37001 : 2016 dengan prinsip 4 No's:
  - a. *No Bribery* (hindari/menolak segala bentuk suap menyuap dan pemerasan).
  - b. *No Kickback* (hindari/menolak meminta komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya).
  - c. *No Gift* (hindari/menolak penerimaan/pemberian hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku).
  - d. *No Luxurious Hospitality* (hindari/menolak penyambutan dan jamuan yang berlebihan).
9. Bersedia mematuhi dan melaksanakan Komitmen Manajemen Anti Penyuapan dengan sungguh-sungguh.

The company is committed to conducting all of its activities in a responsible manner by adhering to all relevant anti-bribery laws and regulations. The anti-bribery policy is outlined in the Good Corporate Governance Implementation Policy, which was signed on September 25, 2020. The company has established the following:

1. Managing the Company in a trustworthy, honest and fair manner and always upholding work ethics in order to achieve the Company's Vision, Mission and Targets.
2. Comply with, implement the provisions contained in the GCG Guidelines, Code of Conduct, Board Manual, Guidelines for Gratuities Control and Guidelines for Conflicts of Interest.
3. Increasing the value of the Company on an ongoing basis, by implementing Risk Management and prudent management.
4. Placing all parties related to the Company (Stakeholders) as harmonious and effective partners in achieving the Company's goals with mutual benefit.
5. Disclose relevant information about the Company to interested parties adequately in accordance with Company regulations and applicable laws.
6. Use the authority, property, facilities, and resources of the company solely for the benefit of advancing the company's interests and refrain from using them for interests that conflict with the company's objectives.
7. Make effective and efficient decisions with full responsibility, and abstain from accepting or giving bribes, commissions, gifts, or other forms of gratification that may influence decision-making.
8. Implement the SNI ISO 37001:2016 Anti-Bribery Management System with the "4 No's" principles:
  - a. *No Bribery* (avoid/reject all forms of bribery and extortion).
  - b. *No Kickback* (avoid/refuse soliciting commissions or tokens of gratitude, whether in the form of money or other forms).
  - c. *No Gift* (avoid/reject accepting or giving gifts or gratuities that violate the applicable rules and regulations).
  - d. *No Luxurious Hospitality* (avoid/refuse excessive receptions and entertainment).
9. Willingly comply with and seriously implement the Anti-Bribery Management Commitment.



# KEBIJAKAN ANTI FRAUD

## ANTI-FRAUD POLICY

Perusahaan senantiasa menjaga komitmen dalam menjalankan praktik-praktik bisnis terbaik (*best practice*) yang mengedepankan nilai-nilai etika dan keluhuran akhlak serta memegang teguh amanah, yaitu sesuai dengan jabatan, fungsi, dan peran dalam menjalankan bisnisnya. Upaya ini diwujudkan Perusahaan dengan menetapkan Kebijakan Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada tahun 2020, yang selanjutnya disosialisasikan kepada seluruh Pengurus, Karyawan, dan *Stakeholder* Perusahaan. Kebijakan tersebut menjelaskan komitmen Perusahaan 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

Pada tahun 2016, Pemerintah mengeluarkan Instruksi Presiden No. 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi. Peraturan ini memuat Strategi Pencegahan terkait Tata Kelola Badan Usaha Milik Negara dan Swasta dengan salah satu programnya adalah tersusunnya SNI ISO 37001:2016. Selain itu, Instruksi Presiden tersebut diperkuat dengan Peraturan Presiden No. 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.

Berkaitan dengan hal tersebut, Perusahaan menginisiasi implementasi Sistem Manajemen Anti Penyuapan dan mempersiapkan tahapan-tahapan proses sertifikasi. Hal ini dilakukan Perusahaan dengan berlandaskan pada komitmen yang tinggi dalam menjunjung budaya anti korupsi di lingkungan Perusahaan dan untuk membendung 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 No. S-17/S.MBU/02/2020.

Selanjutnya, Perusahaan memasuki tahap audit sertifikasi oleh Lembaga Sertifikasi PT BSI Group Indonesia setelah menjalankan serangkaian proses persiapan, implementasi serta evaluasi. Pada tanggal 11 Desember 2020, Perusahaan dinyatakan berhak mendapatkan Sertifikat SNI ISO 37001:2016 Sistem Manajemen

The Company upholds a strong commitment to conducting business activities in a responsible manner by prioritizing ethical values and moral principles in accordance with its position, function, and role in the industry. This commitment is manifested through the establishment of a Good Corporate Governance Implementation Policy in 2020, which is disseminated to all employees, management, and stakeholders of the Company. The policy highlights the Company's adherence to the SNI ISO 37001:2016 Anti-Bribery Management System, which is based on the 4 *No's* principles: no bribery, no kickback, no gift, and no luxurious hospitality.

1. *No Bribery* (avoid/reject all forms of bribery and extortion).
2. *No Kickback* (avoid/refuse asking for commissions, tokens of gratitude both in the form of money and in other forms).
3. *No Gift* (avoid/reject accepting/giving gifts or gratuities that are contrary to applicable rules and regulations).
4. *No Luxurious Hospitality* (avoid/refuse excessive reception and entertainment).

### IMPLEMENTATION AND CERTIFICATION OF SNI ISO 37001:2016 ANTI-BRIBERY MANAGEMENT SYSTEM

In 2016, the Indonesian Government issued Presidential Instruction No. 10 of 2016, which outlines strategies to prevent and eradicate corruption in state-owned and private enterprises. One of the programs included in this regulation is the formulation of SNI ISO 37001:2016. This Presidential Instruction was further supported by Presidential Regulation No. 54 of 2018, which laid out the National Strategy for Prevention of Corruption.

With this in mind, the Company took the initiative to implement an Anti-Bribery Management System and has prepared the certification process stages. The Company is highly committed to upholding an anti-corruption culture within the organization and to preventing potential bribery. This commitment is based on the obligation to implement the ISO 37001:2016 Anti-Bribery Management System Certification in state-owned enterprises, in accordance with a letter from the Ministry of State-Owned Enterprises of the Republic of Indonesia (No. S-17/S.MBU/02/2020).

Additionally, the Company has undergone the certification audit by PT BSI Group Indonesia Certification Body after undertaking a series of preparation, implementation, and evaluation processes. On December 11, 2020, the Company was granted the SNI ISO 37001:2016 Anti-Bribery



Anti Penyuapan dengan ruang lingkup *"The manufacture of cement for the Division of Procurement and Corporate Secretary at Head Office"*. Di mana sertifikat tersebut berlaku untuk 3 (tiga) tahun dan *Continual Assessment Visit I* dilaksanakan pada 25-26 November 2021 guna memantau efektivitas penerapan Sistem Manajemen Anti Penyuapan yang diterapkan di lingkup Perusahaan.

Pada tahun 2022 dilaksanakan *Continual Assessment Visit 2* oleh PT BSI Group Indonesia pada 1-2 Desember 2022. Dari pelaksanaan audit *Continual Assessment Visit* tersebut Perusahaan mendapatkan 4 (empat) *Opportunity for Improvement (OFI)* sebagai bentuk peluang peningkatan dalam efektivitas penerapan Sistem Manajemen Anti Penyuapan di Perusahaan.

Management System Certificate for *"Cement Manufacturing for the Procurement Division and Corporate Secretary at Head Office"*. The certificate is valid for 3 (three) years, and *Continual Assessment Visit I* was held on November 25-26, 2021, to monitor the effectiveness of the Anti-Bribery Management System within the Company.

In 2022, the Company underwent the *Continual Assessment Visit 2* by PT BSI Group Indonesia on December 1-2, 2022. As a result of the *Continual Assessment Visit* audit, the Company received four *Opportunity for Improvement (OFI)* recommendations to enhance the effectiveness of the Anti-Bribery Management System implementation in the Company.

## PENCEGAHAN **INSIDER TRADING** INSIDER TRADING PREVENTION

*Insider trading* merupakan perdagangan saham Perusahaan atau surat berharga lainnya (obligasi atau opsi saham) yang dilakukan oleh individu Perusahaan yang memiliki akses informasi non publik Perusahaan.

Dalam hal ini, praktik *insider trading* merupakan perbuatan ilegal yang dapat merusak citra dan kepercayaan pasar terhadap Perusahaan. Untuk itu, Perusahaan melarang adanya praktik *insider trading* yang dilakukan oleh Insan Semen Baturaja guna menciptakan suatu keadaan pasar yang wajar dan efisien. Hal ini tentunya dilakukan dengan senantiasa memperhatikan keadilan informasi terhadap seluruh pelaku pasar di pasar modal.

Berkaitan dengan praktik *insider trading* tersebut, Perusahaan telah menetapkan kebijakan yang tercantum dalam Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Kebijakan ini juga disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. 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 Perusahaan.

*Insider trading* refers to the act of trading the Company's shares or other securities, such as bonds or stock options, by individuals with access to non-public information.

This illegal practice can severely harm the Company's reputation and erode market confidence. To ensure fair and efficient market conditions, Semen Baturaja strictly prohibits *insider trading* by its personnel, while ensuring information fairness to all market players in the capital market.

To address this issue, the Company has established policies outlined in the Guidelines for Good Corporate Governance, which were ratified by the Board of Directors of PT Semen Baturaja (Persero) Tbk under Decree No. PH.01.04/114.A/2020.

According to the policy, insiders are required to safeguard and not disclose limited and confidential information to prevent it from being misused by certain parties to buy or sell the Company's shares.











# KEPATUHAN TERKAIT KEGIATAN POLITIK

## COMPLIANCE WITH POLITICAL ACTIVITIES

### KEBIJAKAN PERUSAHAAN, TERMASUK KEPADA PERUSAHAAN TERAFILIASI

Perusahaan telah mengkomodir 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

Dalam memberikan pemahaman yang baik, Perusahaan telah melakukan sosialisasi Pedoman Perilaku (*Code of Conduct*) kepada seluruh pemangku kepentingan secara berkala. Sosialisasi kebijakan dilakukan melalui *email*, portal internal, dan *website* Perusahaan yang diberikan kepada semua tingkatan. Hal ini bertujuan agar seluruh Insan Semen Baturaja dapat memahami secara tepat, baik, dan benar. Berkaitan dengan hal tersebut, seluruh Pengurus dan Karyawan juga telah menandatangani Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku tersebut.

### SANKSI

Apabila terdapat Karyawan yang terbukti melakukan pelanggaran, maka Perusahaan akan memberikan sanksi atau bentuk disiplin lainnya sesuai dengan yang telah ditentukan dalam Perjanjian Kerja Bersama. Sementara itu, sanksi pada pengurus Perusahaan yaitu Jajaran Direksi atau Jajaran Dewan Komisaris yang melakukan pelanggaran menjadi kewenangan RUPS sesuai dengan peraturan yang berlaku. Jika yang melakukan pelanggaran Pedoman Perilaku adalah mitra kerja Perusahaan, maka sanksi yang berlaku sesuai dengan kontrak, peraturan perundang-undangan, dan keputusan Perusahaan.

### CORPORATE POLICIES, INCLUDING TO AFFILIATED COMPANIES

The company has implemented the SOE Minister Circular No. SE-12/MBU/10/2020 which prohibits the involvement of Directors, Board of Commissioners/Supervisory Board, and BUMN Group Employees (BUMN, BUMN Subsidiaries, and BUMN Affiliated Companies) in practical political activities in Regional Head Elections (Pilkada) and the use of BUMN Group Resources. This has been incorporated into the Code of Conduct that regulates ethical behavior for specific matters such as political activities.

### SOCIALIZATION OF POLICIES

To ensure a comprehensive understanding of the Code of Conduct, the Company regularly disseminates it to all stakeholders. The policy is shared via email, the internal portal, and the Company's website, which are accessible to all personnel. The objective of this initiative is to enable all Semen Baturaja employees to have a proper understanding of the Code of Conduct. In addition, all management and employees are required to sign a Statement Letter of Compliance as an affirmation of their commitment to upholding the Code of Conduct.

### SANCTIONS

In case any employee is found to have violated the Code of Conduct, the Company will enforce appropriate sanctions or other forms of disciplinary action as stipulated in the Collective Labor Agreement. For violations committed by the Company's management, namely the Board of Directors or Board of Commissioners, the GMS has the authority to impose sanctions in accordance with applicable regulations. If a partner of the Company violates the Code of Conduct, the sanctions will be applied as per the contract, laws and regulations, and decisions of the Company.



# PENGADAAN BARANG DAN JASA

## POLICIES AND GUIDELINES ON PROCUREMENT OF GOODS AND SERVICES

### KEBIJAKAN DAN PEDOMAN PENGADAAN BARANG DAN JASA

Perusahaan tidak dapat memenuhi kebutuhan berkelanjutannya sendiri. Untuk itu, Perusahaan perlu melakukan kerja sama dengan rekanan/pemasok yang dilalui dengan adanya proses pengadaan barang dan jasa. Di mana pengadaan barang dan jasa yang dijalankan sesuai dengan Peraturan Menteri BUMN No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara. Dalam hal ini, Perusahaan mengoptimalkan pemberdayaan rekanan/pemasok lokal. Dengan begitu, proses bisnis keuangan baik dalam jangka pendek maupun jangka panjang akan berjalan dengan lebih mudah.

Selanjutnya, Perusahaan memerlukan rencana yang mumpuni agar seluruh proses pengadaan dapat berjalan dengan baik. Berikut beberapa hal menjadi perhatian Perusahaan dalam proses pengadaan:

1. Melaksanakan tugas secara tertib, disertai rasa tanggung jawab untuk mencapai sasaran, kelancaran dan ketepatan tujuan pengadaan barang & jasa;
2. Bekerja secara profesional, mandiri dan menjaga kerahasiaan informasi yang menurut sifatnya harus dirahasiakan untuk mencegah penyimpangan pengadaan barang dan jasa;
3. Tidak saling mempengaruhi baik langsung maupun tidak langsung yang berakibat persaingan usaha tidak sehat;
4. Menerima dan bertanggung jawab atas segala keputusan yang ditetapkan sesuai dengan kesepakatan tertulis pihak yang terkait;
5. Menghindari dan mencegah terjadinya pertentangan kepentingan pihak yang terkait, baik secara langsung maupun tidak langsung, yang berakibat persaingan usaha tidak sehat dalam pengadaan barang & jasa;
6. Menghindari dan mencegah pemborosan dan kebocoran keuangan negara/Perusahaan;
7. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi;
8. Tidak menerima, tidak menawarkan atau tidak menjanjikan pemberian untuk memberi atau menerima hadiah, imbalan, komisi, rabat dan apa saja dari atau kepada siapapun yang diketahui atau patut diduga berkaitan dengan pengadaan barang & jasa;
9. Semua Rekanan/Vendor wajib memiliki komitmen untuk mencegah penyuapan;
10. Jika diperlukan untuk memastikan penerapan komitmen anti penyuapan Rekanan/Vendor dilakukan melalui audit secara berkala oleh auditor internal maupun eksternal.

### POLICIES AND GUIDELINES FOR THE PROCUREMENT OF GOODS AND SERVICES

The Company cannot fulfill its own sustainability requirements by itself. Therefore, it needs to collaborate with partners and suppliers to procure goods and services. The procurement process is carried out in compliance with Minister of State-Owned Enterprises Regulation No. PER-08/MBU/12/2019, which provides general guidelines for procurement of goods and services for state-owned enterprises. In this regard, the Company emphasizes the empowerment of local partners and suppliers. This approach facilitates financial business processes in both the short and long term.

Furthermore, in order for the procurement process to run smoothly and effectively, the Company requires a well-planned strategy. The following are some of the aspects that the Company prioritizes during the procurement process:

1. Tasks should be carried out in a systematic manner, accompanied by a strong sense of responsibility to ensure that the targets and objectives of procuring goods and services are achieved accurately and efficiently;
2. Professionalism should be demonstrated at all times, with a focus on maintaining the confidentiality of information that must be kept confidential in order to prevent any irregularities during the procurement process;
3. There should be no direct or indirect influence on each other, which may result in unfair business competition;
4. Accept and take responsibility for all decisions made in accordance with the written agreement of the parties involved;
5. Prevent and avoid conflicts of interest with related parties, either directly or indirectly, that could result in unfair business competition in the procurement of goods and services;
6. Prevent and avoid wastage and leakage of state or Company finances;
7. Avoid and prevent the abuse of authority and/or collusion;
8. Refrain from accepting, offering, or promising gifts, rewards, commissions, rebates, or anything else from or to anyone who is known or reasonably suspected to be related to the procurement of goods and services;
9. All partners/vendors must commit to preventing bribery;
10. If necessary, internal and external auditors conduct periodic audits to ensure the implementation of partners/vendors' anti-bribery commitments.



11. Setiap pelaksana pengadaan (pihak yang terlibat dalam proses pengadaan), untuk pengadaan langsung, penunjukan langsung dan tender terbatas tanda tangan Pakta Integritas Pelaksana Pengadaan terpenuhi dengan menyetujui Pakta Integritas yang telah tersistem di dalam sistem *e-Procurement*, sedangkan untuk tender umum dan pengadaan non *e-Procurement* wajib menandatangani form Pakta Integritas (*hardcopy*).
12. Setiap Rekanan/Vendor penyedia barang & jasa wajib menandatangani Pakta Integritas untuk setiap proses pengadaan barang & jasa.
13. Khusus untuk proses pengadaan barang dan jasa, karyawan yang bertindak sebagai *user* wajib melampirkan Pakta Integritas pemakai barang dan jasa di setiap pengajuan *Purchase Requisition* (PR). Pakta Integritas ditandatangani oleh pejabat yang berwenang.
14. Pengadaan barang & jasa tertentu yang bersifat substansial (bukan bersifat rutin) ditentukan oleh Direksi dengan persetujuan Dewan Komisaris/Dewan Pengawas.

11. For direct procurement, direct appointment, and limited tender, the Procurement Executor's Integrity Pact signature is fulfilled by approving the Integrity Pact that has been systematized in the *e-Procurement* system. However, for general tenders and non *e-Procurement* procurement, the Integrity Pact form must be signed in *hardcopy*.
12. Every Partner/Vendor providing goods and services must sign an Integrity Pact for each process of procuring goods and services.
13. Specifically for the procurement process of goods and services, employees who act as users must attach an Integrity Pact for users of goods and services in every *Purchase Requisition* (PR) submission. The Integrity Pact must be signed by an authorized official.
14. The Board of Directors, with the approval of the Board of Commissioners/Supervisory Board, determines the procurement of certain goods and services that are substantial (not routine in nature).

Hal-hal tersebut merujuk kepada Undang-Undang Republik Indonesia No. 1 Tahun 1970 tentang Keselamatan Kerja, Peraturan Pemerintah Republik Indonesia No. 50 Tahun 2012 tentang penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), dan memenuhi ketentuan peraturan K3 yang disyaratkan oleh PT Semen Baturaja Tbk.

The aforementioned aspects are in line with the regulations outlined in the Law of the Republic of Indonesia No. 1 of 1970 regarding Work Safety, as well as the Government Regulation of the Republic of Indonesia No. 50 of 2012, which pertains to the implementation of the Occupational Safety and Health Management System (SMK3). Furthermore, it is imperative that the policies and practices related to K3 adhere to the regulations mandated by PT Semen Baturaja Tbk.

## PROSEDUR DAN TATA CARA PENGADAAN

Perusahaan telah menetapkan prosedur dan tata cara pengadaan barang dan jasa. Mulai dari proses perencanaan, realisasi pengadaan, penerimaan, pemakaian/penggunaan, sampai dengan pengelolaan gudang yang diatur pada dokumen berikut.

Adapun prosedur dan tata cara pengadaan barang dan jasa tersebut tercantum dalam:

1. Peraturan Menteri BUMN No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara
2. Surat Kementerian BUMN No. S-563/MBU/08/2020 perihal Penggunaan PaDi UMKM pada proses Pengadaan dan Pembelian Barang dan/atau Jasa pada UMKM di Lingkungan BUMN.
3. Surat Kementerian BUMN No. S-1134/MBU/12/2020 perihal Perluasan Implementasi Pasar Digital Usaha Mikro, Kecil dan Menengah ("PaDi UMKM").
4. Peraturan Menteri BUMN RI No. PER-07/MBU/04/2021 tentang perubahan kedua atas Permen BUMN No. PER-03/MBU/08/2017 tentang Pedoman Kerjasama Badan Usaha Milik Negara.
5. SOP Pengadaan Barang dan Jasa Tanggal 01 Desember 2022.

## PROCEDURES AND PROCESS OF PROCUREMENT

The Company has established comprehensive procedures for procuring goods and services, which cover every step of the process from planning, realization, acceptance, usage, to warehouse management.

These procedures are detailed in the following documents:

1. Minister of SOEs No. PER-08/MBU/12/2019, which provides General Guidelines for the Implementation of Procurement of Goods and Services for State-Owned Enterprises.
2. Letter of the Ministry of SOEs No. S-563/MBU/08/2020, which outlines the Use of Rice for UMKM in the process of Procurement and Purchase of Goods and/or Services for UMKM within SOE Environments.
3. Letter of the Ministry of SOEs No. S-1134/MBU/12/2020, which pertains to the Expansion of the Implementation of the Digital Market for Micro, Small and Medium Enterprises ("PaDi UMKM").
4. Minister of SOEs No. PER-07/MBU/04/2021, which amends the guidelines for cooperation with State-Owned Enterprises set forth in Minister of SOE No. PER-03/MBU/08/2017.
5. SOP for Procurement of Goods and Services, dated December 11, 2022.



## TARGET/RENCANA KEGIATAN DI 2022

Di tahun 2022, PT Semen Baturaja Tbk telah menentukan target dan rencana kegiatan di bidang pengadaan barang dan jasa, meliputi:

1. Perencanaan pembelian barang & jasa.
2. Pengelolaan *supplier* & kontrak.
3. Monitor seluruh proses perencanaan pengadaan barang & jasa.
4. Monitor seluruh proses tender pengadaan barang & jasa.
5. Monitor seluruh proses pengelolaan gudang barang untuk memastikan kelancaran.
6. Monitor seluruh proses penerimaan material.
7. Pengadaan yang bebas dari suap.
8. Proses transaksi yang akuntabel dan transparan.

## PELAKSANAAN KEGIATAN/ JENIS PROGRAM DI 2022

Per 31 Desember 2022, kegiatan/jenis program di bidang pengadaan barang dan jasa yang telah dijalankan Perusahaan, di antaranya:

1. Pengumuman lelang secara terbuka terkait pelaksanaan kegiatan melalui *website* dan surat kabar.
2. Penggunaan sistem *e-proc* dalam proses pengadaan.
3. Adanya evaluasi Vendor *performance* yang dilakukan per semester.
4. Pelaksanaan proses pengadaan sesuai dengan prosedur & tata cara yang berlaku.
5. Kewajiban untuk melampirkan pakta integritas, baik rekanan maupun *user* yang berwenang.

## DAMPAK KUANTITATIF DARI PELAKSANAAN KEGIATAN

Adapun dampak kuantitatif dari pelaksanaan kegiatan di bidang pengadaan barang dan jasa sepanjang tahun 2022 adalah:

1. Pelaksanaan proses pengadaan dilakukan secara terbuka, adil, dan akuntabel tanpa adanya diskriminasi pihak tertentu sesuai dengan prosedur dan tata cara yang berlaku.
2. Proses pengadaan menggunakan sistem *e-proc* sehingga terdokumentasi secara elektronik.
3. Pendaftaran rekanan dilakukan secara terbuka di sistem *e-proc*.

## CAPAIAN

Berdasarkan pelaksanaan kegiatan pengadaan barang dan jasa di tahun 2022 berjalan dengan baik, maka hal tersebut telah diselesaikan sesuai dengan target yang telah ditetapkan dan sesuai dengan prosedur dan tata cara yang berlaku. Selain itu *Division Procurement* sebagai pelaksana proses pengadaan barang dan jasa di Perusahaan juga telah memperoleh Sertifikasi Sistem Manajemen Anti Penyuapan ISO 37001 – 2016 dari PT BSI Group Indonesia pada tahun 2020 dan telah dilakukan *Online Surveillance CAV 2 Audit SMAP* oleh PT BSI Group Indonesia yang dilaksanakan pada 01-02 Desember 2022.

## TARGET/PLAN OF ACTIVITIES IN 2022

In 2022, PT Semen Baturaja Tbk has established goals and plans for procurement activities, which include:

1. Developing plans for the procurement of goods and services.
2. Managing suppliers and contracts.
3. Overseeing the entire procurement planning process.
4. Supervising the entire tender process for the procurement of goods and services.
5. Ensuring efficient warehouse management.
6. Supervising the entire process of receiving materials.
7. Conducting procurement activities that are free from bribery.
8. Ensuring accountability and transparency in all transaction processes.

## IMPLEMENTATION OF ACTIVITIES/ TYPES OF PROGRAMS IN 2022

As of December 31, 2022, the Company has carried out various activities and programs related to the procurement of goods and services, including:

1. Public announcement of open auctions through various channels, such as websites and newspapers.
2. Utilization of the *e-procurement* system to facilitate the procurement process.
3. Regular evaluation of Vendor *performance* conducted twice a year.
4. Adherence to the established procedures and procedures throughout the procurement process.
5. Obligation for both partners and authorized users to attach an integrity pact.

## QUANTITATIVE IMPACT OF ACTIVITY IMPLEMENTATION

The implementation of activities in the procurement of goods and services throughout 2022 has had a quantitative impact, including:

1. The procurement process is carried out in an open, fair, and accountable manner without discrimination of certain parties, in accordance with the applicable procedures and regulations.
2. The procurement process utilizes the *e-proc* system, ensuring electronic documentation of all processes.
3. The registration of partners is conducted transparently through the *e-proc* system.

## ACHIEVEMENTS

The procurement activities for goods and services in 2022 were carried out successfully and achieved the set targets while following the applicable procedures. The Procurement Division, responsible for the procurement process, received ISO 37001-2016 Anti-Bribery Management System Certification from PT BSI Group Indonesia in 2020. Additionally, the division underwent an *Online Surveillance CAV 2 SMAP Audit*, which was conducted by PT BSI Group Indonesia on December 01-02, 2022.



# BENTURAN KEPENTINGAN

## CONFLICT OF INTEREST

Seluruh Insan Semen Baturaja dilarang melakukan tindakan yang berpotensi memiliki benturan kepentingan dan memiliki kepentingan pribadi terhadap setiap penggunaan wewenang yang dapat mempengaruhi kualitas keputusan dan/atau tindakannya. Dalam hal ini, Perusahaan melakukan upaya untuk meminimalisir terjadinya potensi benturan kepentingan di lingkungan Perusahaan, yaitu dengan mewajibkan Dewan Komisaris dan Direksi untuk membuat daftar khusus. Di mana daftar ini memuat keterangan daftar kepemilikan saham Dewan Komisaris, Direksi, beserta keluarganya pada Perusahaan maupun perusahaan lainnya.

Selain itu, Dewan Komisaris dan Direksi juga melakukan penandatanganan Pakta Integritas yang di dalamnya memuat pernyataan tidak memiliki potensi Benturan Kepentingan. Pakta Integritas dan Daftar Khusus ini diperbarui setiap tahunnya secara berkala atau setiap ada perubahan status kepemilikan saham untuk Daftar Khusus. Kedua dokumen tersebut diadministrasikan dan disimpan oleh *Division Corporate Secretary*.

Berkaitan dengan hal tersebut, Perusahaan menyadari bahwa sikap yang tegas terhadap penanganan benturan kepentingan mampu menciptakan pengelolaan Perusahaan yang baik serta hubungan yang harmonis dengan seluruh pemangku kepentingan. Dalam hal ini, Perusahaan telah menetapkan Pedoman Benturan Kepentingan yang disahkan dengan Surat Keputusan Direksi No. PH.01.04/0058/2022 yang akan dijadikan panduan dalam penanganan situasi benturan kepentingan.

Selanjutnya, Perusahaan juga menyosialisasikan pedoman tersebut melalui portal internal Perusahaan (Intranet), situs Perusahaan, dan melalui email kepada seluruh Insan Semen Baturaja. Upaya ini dilakukan untuk mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) sekaligus meningkatkan pemahaman seluruh Karyawan di lingkup Perusahaan mengenai mekanisme pelaporan benturan kepentingan sesuai pedoman berlaku di Perusahaan.

To prevent potential conflicts of interest among Semen Baturaja personnel, the company prohibits them from making decisions or taking actions that may benefit their personal interests. To minimize conflicts of interest within the company, the Board of Commissioners and Directors are required to create a special list that includes information on share ownership of the Board, Directors, and their families in the company and other firms.

The Board of Commissioners and Directors must also sign an Integrity Pact confirming that there is no potential for a Conflict of Interest. These documents are updated every year or whenever there is a change in share ownership and are managed by the Corporate Secretary Division.

The Company believes that firm action toward handling conflicts of interest is essential for good corporate management and maintaining harmonious relationships with stakeholders. Therefore, the company established a Conflict of Interest Guideline, which was ratified by the Decree of the Board of Directors No. PH.01.04/0058/2022. The guideline is a reference to handle conflict of interest situations.

To increase the understanding of all employees about the mechanism for reporting conflicts of interest in accordance with the company's guidelines, Semen Baturaja also socializes these guidelines through the Company's internal portal (Intranet), website, and email to all personnel. This effort is to support the implementation of Good Corporate Governance.







# SISTEM PELAPORAN PELANGGARAN

## WHISTLEBLOWING SYSTEM

Perusahaan senantiasa menjunjung tinggi komitmen dalam mendukung penerapan Tata Kelola Perusahaan yang Baik. Salah satu upaya yang dilakukan Perusahaan adalah dengan menyediakan sistem yang mengatur tata cara pengaduan dan pengungkapan pelanggaran, atau dikenal dengan *Whistleblowing System (WBS)*.

Di tahun 2022, Perusahaan melakukan reviu atas SOP Pelaporan Pelanggaran/*Whistleblowing System* No. A SOP 112000-04. WBS secara terperinci berfungsi untuk mengatur tata cara pengelolaan *Whistleblowing System* di lingkungan Perusahaan, sekaligus sebagai sarana dalam menerapkan prinsip-prinsip GCG di lingkup Perusahaan.

Dalam menjalankan Sistem Pelaporan Pelanggaran/WBS, Perusahaan berpedoman pada:

1. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 01 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 Perusahaan.
2. Keputusan Sekretaris Kementerian BUMN No. 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 Perusahaan (*Whistleblowing System*).

### CARA PENYAMPAIAN LAPORAN PELANGGARAN

Seluruh Insan Semen Baturaja, bahkan pihak eksternal dapat menyampaikan laporan pelanggaran yang terjadi di Perusahaan. Laporan tersebut dapat disampaikan melalui:

Website : [wbs.semenbaturaja.co.id](http://wbs.semenbaturaja.co.id)  
Email : [wbs.smbr@sig.id](mailto:wbs.smbr@sig.id)

Selain itu, laporan juga dapat dikirimkan dalam bentuk surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:

VP Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati, Palembang,  
Sumatra Selatan 30258

The Company is committed to upholding Good Corporate Governance, and one of the ways it does this is by implementing a Whistleblowing System (WBS) that regulates procedures for complaints and disclosure of violations.

In 2022, the Company will review the Standard Operating Procedures (SOP) for the WBS, which functions to regulate procedures for managing the system and implementing GCG principles within the Company.

The Whistleblowing System is guided by two key regulations:

1. The Regulation of the State Minister for SOE No. PER-01/MBU/2011, dated August 01, 2011, which stipulates that in the context of implementing GCG, the Board of Directors must develop a reporting mechanism for alleged irregularities in the Company.
2. The Decree of the Secretary of the Ministry of SOE No. SK-16/S.MBU/2012, outlines assessment indicators and parameters for evaluating the implementation of good corporate governance. Parameter 13 requires companies to establish a policy for reporting and addressing alleged deviations within the company, commonly known as a Whistleblowing System.

### METHOD ON SUBMISSION OF WHISTLEBLOWING

All Semen Baturaja personnel, even external parties can submit reports of violations that have occurred in the Company. The report can be submitted via:

Website : [wbs.semenbaturaja.co.id](http://wbs.semenbaturaja.co.id)  
Email : [wbs.smbr@sig.id](mailto:wbs.smbr@sig.id)

In addition, reports can also be sent in the form of a letter by writing the WBS code on the outside of the envelope addressed to:

VP Corporate Secretary  
PT Semen Baturaja Tbk  
Jl. Abikusno Cokrosuyoso, Kertapati, Palembang, South  
Sumatra 30258



## MEKANISME PELAPORAN PELANGGARAN

Perusahaan telah menetapkan mekanisme pelaporan WBS yang harus dipatuhi oleh seluruh pelapor, yaitu sesuai dengan SOP Pelaporan Pelanggaran/*Whistleblowing System* No. A SOP 112000-04. Dalam hal ini, prosedur dan penanganan penyelesaian laporan dugaan pelanggaran disesuaikan dengan mekanisme yang telah ditetapkan di dalam SOP mengenai tindak lanjut atas laporan dugaan pelanggaran yang dilakukan oleh Karyawan, Direksi dan Dewan Komisaris Perusahaan.

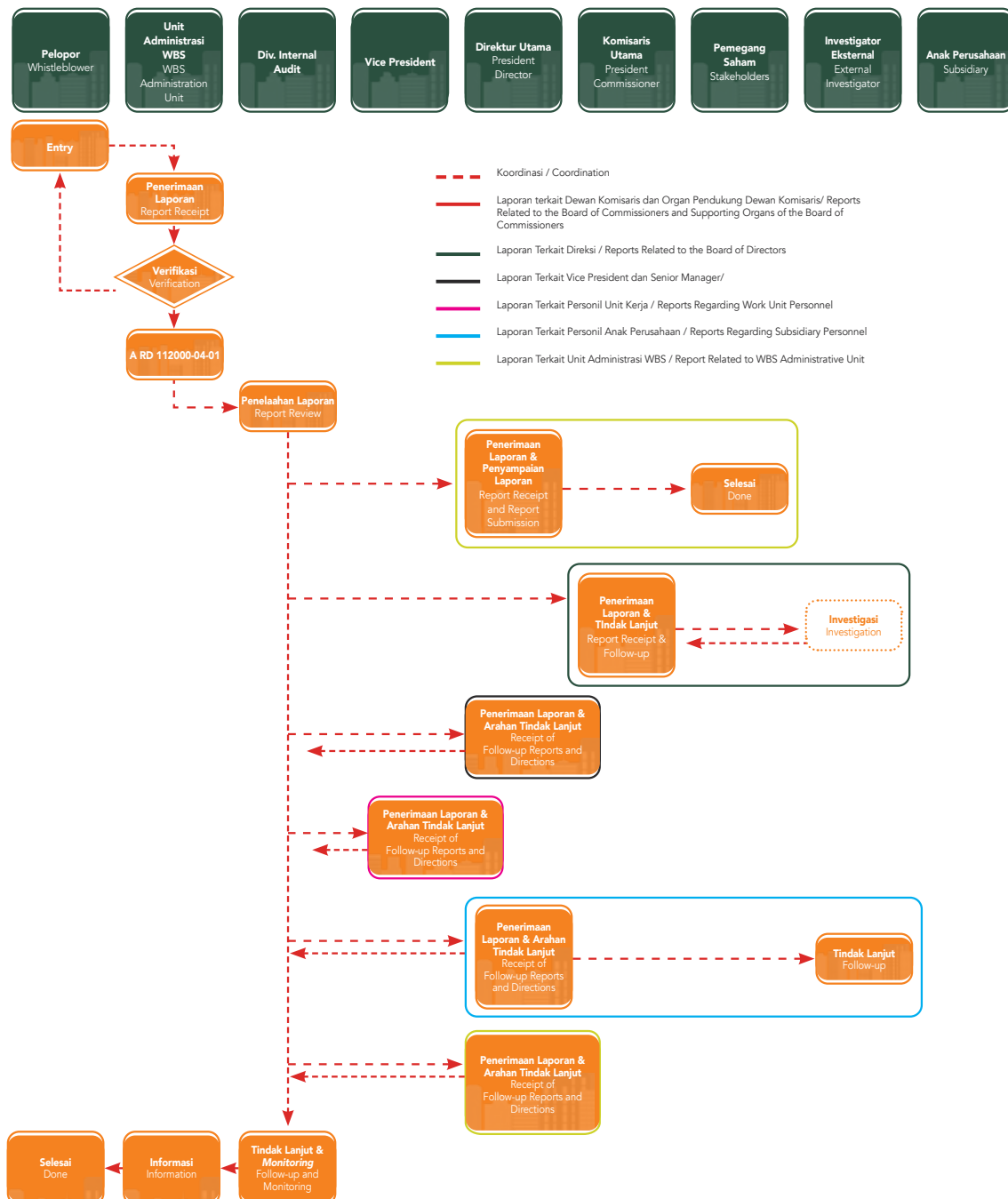
Adapun prosedur penanganan laporan dugaan pelanggaran digambarkan dalam alur berikut ini:

## WHISTLEBLOWING MECHANISM

The company has implemented a Whistleblowing System (WBS) reporting mechanism that requires all whistleblowers to comply with the Whistleblowing System SOP No. A SOP 112000-04. The procedures for handling reports of alleged violations are adjusted according to the mechanism specified in the SOP for the follow-up on reports of alleged violations committed by the Company's employees, directors, and board of commissioners.

The procedures for handling reports of alleged violations are described in the following process flow:

**Flowchart Tindak Lanjut Pelaporan Pelanggaran**  
Flowchart of Follow Up on Whistleblowing



## UNSUR-UNSUR PELAPORAN PELANGGARAN

Dalam melaporkan pelanggaran/*Whistleblowing System*, pelapor wajib memenuhi beberapa kriteria sehingga laporan tersebut dapat dipertanggungjawabkan. Setiap pelapor dapat memberikan identitas berupa nama diperbolehkan anonim serta nomor telepon/*email* atau media sosial yang dipergunakan untuk berkomunikasi. Selain itu, pelapor juga harus melampirkan bukti pendukung baik berupa data, dokumen, rekaman, atau gambar yang memuat indikasi awal yang berpedoman pada 4W1H (*what, who, where, when, how*).

## JENIS-JENIS PELANGGARAN YANG DAPAT DILAPORKAN

*Whistleblowing System* (WBS) menindaklanjuti pelanggaran-pelanggaran yang berkaitan dengan:

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

Perusahaan juga memberikan jaminan perlindungan dan kerahasiaan terhadap setiap pelapor pengaduan/pengungkapan. Perlindungan tersebut tercantum dalam SOP Pelaporan Pelanggaran/*Whistleblowing System*, yaitu meliputi:

1. Perusahaan menjamin kerahasiaan identitas pelapor, kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh pihak berwajib.
2. Perusahaan 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 Perusahaan, Perusahaan 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. Anggota Tim dan Karyawan yang terlibat dalam proses investigasi dan pelaporan hasil investigasi wajib menjaga kerahasiaan data, informasi, kertas kerja dan laporan hasil investigasi.

## COMPONENTS OF WHISTLEBLOWING

In the *Whistleblowing System*, there are several criteria that must be met by the Whistleblower to ensure that the report is accounted for. The Whistleblower can choose to provide their identity, which can be anonymous, along with a contact number or email address, or social media account for communication purposes. Additionally, the Whistleblower must attach supporting evidence such as data, documents, recordings, or pictures that provide initial indications of the violation, guided by the 4W1H principle (*what, who, where, when, how*).

## TYPES OF REPORTABLE VIOLATIONS

The *Whistleblowing System* (WBS) follows up on violations related to:

1. Corruption
2. Bribes
3. Gratuities
4. Conflict of Interest
5. Theft
6. Cheating
7. Violence
8. Blackmail
9. Fraud
10. Embezzlement
11. Counterfeiting
12. Immoral acts/harassment
13. Drug Use
14. Illegal Fees
15. Spilling Secrets

## PROTECTION FOR WHISTLEBLOWER

The Company provides assurance on the protection and confidentiality of every complainant or disclosure. Such assurance is detailed in the SOP for *Whistleblowing System* Reporting, which includes the following:

1. The Company ensures the Whistleblower's identity is confidential, except when authorities require such disclosure in connection with a report or investigation.
2. The Company ensures the Whistleblower is protected against 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. The Company protects its employees from attempts at retaliation that may arise in the work environment, including unfair dismissals, demotions/rank reductions, transfers, harassment or discrimination in any form, and negative entries in their personal data file.
4. The team members and employees involved in the investigation process must maintain the confidentiality of data, information, working papers, and investigation reports.



5. Tim dan Karyawan yang terlibat dalam proses investigasi dilarang mengungkapkan dan menyebarkan sebagian atau seluruh data, informasi, kertas kerja dan bahan bukti serta laporan hasil investigasi kepada pihak yang tidak berkepentingan baik secara lisan maupun tertulis tanpa persetujuan Dewan Komisaris dan Direksi.
6. Perusahaan menjamin bahwa dalam melakukan proses atas setiap Pelaporan dan Pengaduan senantiasa mengedepankan kerahasiaan, asas praduga tidak bersalah dengan cara yang *professional*.
7. Pelanggaran terhadap hal-hal tersebut diatas akan dikenakan sanksi dan peringatan sesuai dengan peraturan Perusahaan yang berlaku.

## PIHAK YANG MENGELOLA PENGADUAN

Sistem pelaporan pelanggaran/*Whistleblowing System* berada di bawah tanggung jawab Direksi. Di samping itu, Dewan Komisaris yang akan bertanggungjawab dalam pengawasan terhadap pelaksanaan sistem tersebut.

Dalam hal ini, Direksi dan Dewan Komisaris bersama-sama membentuk organisasi pelaporan pelanggaran di Perusahaan. Di mana organisasi ini bersifat sentralistik yang terdiri dari:

1. Pengelola Pelaporan Pelanggaran (*Vice President Corporate Secretary* menunjuk *Senior Manager* dan unit kerja GCG selaku tim administrasi WBS) untuk bertugas dalam:
  - 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.

5. The team members and employees involved in the investigation process are prohibited from disclosing and disseminating part or all of the data, information, working papers, evidence, and reports on the results of the investigation to unauthorized parties, either orally or in writing, without the approval of the Board of Commissioners and the Board of Directors.
6. The Company always prioritizes confidentiality and the principle of presumption of innocence in a professional manner in carrying out the process of each Reporting and Complaint.
7. Violation of the above matters will result in sanctions and warnings in accordance with the Company's regulations.

## EXECUTOR OF WHISTLEBLOWING REPORT PROCESS

The Whistleblowing System falls under the purview of the Board of Directors, with the Board of Commissioners assuming responsibility for supervising its implementation.

In effect, the two boards jointly establish a Whistleblowing organization within the Company. This centralized organization comprises the following components:

1. A Whistleblowing Manager, who is appointed by the Vice President of Corporate Secretary and oversees a team from the GCG Work Unit responsible for administering the Whistleblowing System. The Whistleblowing Manager is responsible for:
  - a. Receiving, recording, and verifying the completeness of reports on violations.
  - b. Implementing the whistleblower protection program in accordance with established policies, which includes safeguarding the confidentiality of the Whistleblower and the reported party, based on the principle of presumption of innocence.
  - c. Monitoring the progress of follow-up activities related to reports of violations.
  - d. Maintaining communication with the Whistleblower.
  - e. Conducting periodic reviews and evaluations to identify areas for improvement in the WBS system.
2. An Investigation Team, headed by the Internal Investigation Team (Internal Audit), is responsible for conducting further investigations into the substance of the reported violations. Their primary task is to gather the necessary evidence to verify the accuracy of the allegations and monitor follow-up activities.

## MANAGING REPORTS

Reports regarding violations are received according to the following protocol:

1. If the alleged violation is committed by members of the Board of Commissioners or their Supporting Organs, the WBS Investigation Team reports the violation to the President Director to be forwarded to the Shareholders.



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 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 Pelaporan WBS.

2. If the Whistleblowing concerns a member of the Board of Directors or an individual with a special relationship with a Board member, the WBS Investigation Team submits it to the President Commissioner. Further processing is then transferred to the Board of Commissioners, and if necessary, an independent outside investigator/auditor may be employed.
3. If the Whistleblowing pertains to the Vice President or Senior Manager who are directly under the Board of Directors, it will be distributed to the President Director and the relevant Director. The Investigation Team will conduct an investigation with reference to the applicable Internal Audit SOP.
4. If the Whistleblowing involves personnel in a Division or Department, it will be distributed to the relevant Vice President, President Director, and the related Director. The Investigation Team will conduct an investigation with reference to the applicable Internal Audit SOP.
5. If the Whistleblowing concerns personnel in a Subsidiary, the report will be submitted to the President Director, who will forward it to the Director of the Subsidiary for further action in accordance with the regulations in force.
6. If the Whistleblowing is submitted by the WBS Administration Team, it will be sent directly to the President Director. Reports received by the WBS Administrative Unit are promptly evaluated to determine whether they meet valid criteria for further follow-up.
7. The Investigation Team will conduct a follow-up process and monitor the progress of the Whistleblowing Report. They will inform the WBS Administration Team to finalize the status of the report on the WBS Reporting Media.

## JUMLAH LAPORAN DUGAAN PELANGGARAN TAHUN 2022

Di tahun 2022, Perusahaan menerima 3 (tiga) laporan dugaan terkait pelanggaran yang dilakukan oleh Karyawan. Adapun laporan tersebut telah dilakukan tindak lanjut sesuai dengan ketentuan yang diatur dalam SOP Pelaporan Pelanggaran/ *Whistleblowing System*.

## NUMBER OF REPORTS OF ALLEGED VIOLATIONS IN 2022

In 2022, the Company received three reports alleging violations committed by its employees. These reports were duly investigated and handled in accordance with the Whistleblowing System SOP.

|                                                                       | 2022     | 2021     |
|-----------------------------------------------------------------------|----------|----------|
| Laporan dalam Proses<br>Report in Progress                            | 1        | -        |
| Laporan yang Selesai Ditindaklanjuti<br>Completed Followed Up Reports | 2        | 1        |
| Laporan Tidak Terbukti<br>Unproven Report                             | -        | -        |
| <b>Jumlah Total</b>                                                   | <b>3</b> | <b>1</b> |





Adapun tindak lanjut pengaduan di atas berupa Pemberian Sanksi sesuai dengan ketentuan yang berlaku di Perusahaan terhadap Karyawan yang telah terbukti melakukan pelanggaran.

## SANKSI BAGI TERLAPOR

Setiap terlapor yang dinyatakan terbukti melakukan pelanggaran akan diberikan sanksi sesuai dengan ketentuan yang telah ditetapkan Perusahaan.

## SOSIALISASI WHISTLEBLOWING SYSTEM

Di tahun 2022, Perusahaan telah melakukan sosialisasi terkait pelaporan pelanggaran/*Whistleblowing System* kepada pihak internal dan eksternal Perusahaan. Sosialisasi WBS ini diberikan melalui pemasangan stiker/*banner/poster*, *email*, portal internal (*intranet*), aplikasi *Easy Access*, *Domain Wallpaper* PC/Laptop karyawan, media massa, media sosial serta *website* Perusahaan. Hal ini dilakukan dengan tujuan untuk mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*), meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran yang ada di Perusahaan, dan untuk meningkatkan efektivitas penerapan Sistem Pelaporan Pelanggaran.

The follow-up to the complaints involved imposing sanctions on employees who were found to have committed violations, as per the relevant provisions in the Company's policies.

## SANCTION FOR VIOLATOR

Individuals who are found to have committed a violation, as reported, will be subject to sanctions as defined in the Company's policies.

## SOCIALIZATION OF THE WHISTLEBLOWING SYSTEM

In 2022, the Company conducted outreach efforts to raise awareness about the Whistleblowing System and encourage reporting of violations among internal and external stakeholders. These efforts included installing stickers, banners, and posters, as well as using various communication channels such as email, the internal portal, Easy Access application, and social media. In addition, the Company disseminated information through mass media and its official website. These outreach efforts were aimed at promoting Good Corporate Governance, enhancing understanding of the Whistleblowing System mechanisms within the Company, and improving the effectiveness of its implementation.





# PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

## IMPLEMENTATION OF PUBLIC COMPANY GOVERNANCE GUIDELINES

PT Semen Baturaja Tbk telah menetapkan dasar Pedoman Tata Kelola Perusahaan berdasarkan 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 (dua puluh lima) rekomendasi.

PT Semen Baturaja Tbk has established its Corporate Governance Guidelines based on the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015, which outlines the Guidelines for Public Company Governance as the standard for implementing Good Corporate Governance (GCG). This framework comprises 5 aspects that are translated into 8 principles and 25 recommendations.

### Implementasi Pedoman Tata Kelola Perusahaan Terbuka Implementation of Public Company Governance Guidelines

| Prinsip<br>Principle                                                                                                            | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                          | Penerapan di Semen Baturaja<br>Implementation at Semen Baturaja                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Halaman<br>Pemenuhan<br>Fulfillment Page |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Aspek 1</b><br>Aspect 1                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                          |
| <b>Prinsip 1</b><br>Meningkatkan Nilai Penyelenggaraan RUPS<br><b>Principle 1</b><br>Increasing the Value of GMS Implementation | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham.</li> <li>A Public Company has a technical method or procedure for voting, both open and closed, which promotes independence and the interests of shareholders.</li> </ul> | <b>Terpenuhi</b><br>Perusahaan 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. Perusahaan telah menunjuk pihak independen yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Fathiah Helmi, S.H., dalam melakukan proses penghitungan suara dan/atau melakukan validasi.<br><b>Compliant</b><br>The Company follows a voting procedure to make decisions on the agenda during the GMS. Before the GMS, the rules of procedure are distributed to attending shareholders and explained by the Chair. Independent parties, namely the Securities Administration Bureau PT Datindo Entrycom and Notary Fathiah Helmi, S.H., are appointed to carry out the vote counting process and/or conduct validation. | 386, 387, 399                            |
|                                                                                                                                 | <ul style="list-style-type: none"> <li>Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan.</li> <li>All members of the Board of Directors and members of the Public Company's Board of Commissioners attend the Annual GMS.</li> </ul>                                                                                                                    | <b>Terpenuhi</b><br>Perusahaan telah menyampaikan pemberitahuan dan undangan kepada Direksi dan Dewan Komisaris untuk menghadiri Rapat Umum Pemegang Saham Tahunan.<br><b>Compliant</b><br>The Company has issued notifications and invitations to the Board of Directors and Board of Commissioners to participate in the Annual General Meeting of Shareholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 387, 388                                 |
|                                                                                                                                 | <ul style="list-style-type: none"> <li>Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun.</li> <li>A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.</li> </ul>                                                                                                                          | <b>Terpenuhi</b><br>Dalam website Perusahaan telah tercantum risalah RUPS mulai dari RUPS Tahunan Tahun Buku 2013 sampai dengan RUPS Tahunan Tahun Buku 2021.<br><b>Compliant</b><br>On the Company's website, the minutes of the GMS have been listed starting from the 2013 Annual GMS to the 2021 Fiscal Year Annual GMS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 388                                      |



## Implementasi Pedoman Tata Kelola Perusahaan Terbuka Implementation of Public Company Governance Guidelines

| Prinsip<br>Principle                                                                                                                                                                                               | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                       | Penerapan di Semen Baturaja<br>Implementation at Semen Baturaja                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Halaman<br>Pemenuhan<br>Fulfillment Page |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Prinsip 2</b><br>Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor<br><b>Principle 2</b><br>Improving Public Company Communication Quality with Shareholders or Investors | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.</li> <li>The Public Company has a communication policy with shareholders or investors.</li> </ul>                                                                                | <b>Terpenuhi</b><br>Perusahaan telah mempunyai kebijakan terkait komunikasi dengan Pemegang Saham atau investor. Adapun kebijakannya diatur dalam Pedoman Perilaku/Code of Conduct (CoC) Perusahaan.<br><b>Compliant</b><br>The Company has a policy regarding communication with shareholders or investors. The policy is regulated in the Company's Code of Conduct (CoC)/Code of Ethics.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 564,566,568                              |
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web.</li> <li>The Public Company discloses the communication policy of the Public Company with shareholders or investors on the website.</li> </ul> | <b>Terpenuhi</b><br>Kebijakan terkait komunikasi dengan Pemegang Saham atau investor terdapat dalam website Perusahaan pada menu Tata Kelola bagian Kebijakan Perusahaan serta Pedoman Perilaku dan Materi presentasi Perusahaan untuk Pemegang Saham atau Investor tersedia dalam Situs Web Perusahaan untuk memberikan kesetaraan pada Pemegang Saham atau Investor atas pelaksanaan komunikasi.<br><b>Compliant</b><br>The Company has established policies regarding communication with shareholders and investors, which can be accessed on the Company's website under the Governance menu in the Company Policy section. The Company's Code of Conduct and presentation materials for shareholders or investors are also available on the Company's website, ensuring equal access to communication for all shareholders and investors.                                                                                                                                                                                                                                                                             | 569                                      |
| <b>Aspek 2</b><br>Aspect 2                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                          |
| <b>Prinsip 3</b><br>Memperkuat Keanggotaan dan Komposisi Dewan Komisaris<br><b>Principle 3</b><br>Strengthening the Membership and Composition of the Board of Commissioners                                       | <ul style="list-style-type: none"> <li>Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.</li> <li>Determination of the number of members of the Board of Commissioners considering the condition of the Public Company.</li> </ul>                                              | <b>Terpenuhi</b><br>Penentuan jumlah Dewan Komisaris telah mempertimbangkan kondisi Perusahaan, yang ditetapkan pada RUPST Tahun Buku 2021 tanggal 25 Maret 2022 berdasarkan surat dari Menteri Badan Usaha Milik Negara No. SR-195/MBU/03/2022, perihal Usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk. Adapun berdasarkan hasil RUPS terdapat 1 (satu) Dewan Komisaris yang mengundurkan diri sehingga jumlah Dewan Komisaris Perusahaan per tanggal 31 Desember 2022 adalah 4 (empat) orang.<br><b>Compliant</b><br>The determination of the number of the Company's Board of Commissioners has been made in consideration of the Company's circumstances. This was decided during the 2021 Annual General Meeting of Shareholders (AGMS) held on March 25, 2022, based on a letter from the Minister of State-Owned Enterprises No. SR-195/MBU/03/2022 regarding proposed changes to the management of PT Semen Baturaja (Persero) Tbk. Additionally, based on the results of the GMS, one Board of Commissioner has resigned, resulting in a total of four Board of Commissioners as of December 31, 2022. | 392, 402-404                             |



## Implementasi Pedoman Tata Kelola Perusahaan Terbuka

### Implementation of Public Company Governance Guidelines

| Prinsip<br>Principle                                                                                                                                                                                                                            | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                  | Penerapan di Semen Baturaja<br>Implementation at Semen Baturaja                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Halaman<br>Pemenuhan<br>Fulfillment Page |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
|                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</li> <li>Determining the composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required.</li> </ul>                                                                    | <p><b>Terpenuhi</b></p> <p>Penentuan komposisi anggota Dewan Komisaris sesuai persyaratan pengangkatan tercantum di dalam Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik. Perusahaan telah memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. Keberagaman jajaran Dewan Komisaris bisa dilihat pada buku laporan tahunan ini.</p> <p><b>Compliant</b></p> <p>The Company follows the guidelines for the composition of the Board of Commissioners as required by OJK Regulation No. 33/POJK.04/2014 regarding Directors and Board of Commissioners of Issuers or Public Companies. The Company also considers the diversity of skills, knowledge, and experience required for the Board of Commissioners. The diversity of the Board of Commissioners' backgrounds can be observed in this annual report.</p> | 114-119, 440-443                         |
| <p><b>Prinsip 4</b></p> <p>Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris</p> <p><b>Principle 4</b></p> <p>Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners</p> | <ul style="list-style-type: none"> <li>Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris.</li> <li>The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.</li> </ul>                                                                                                              | <p><b>Terpenuhi</b></p> <p>Dewan Komisaris telah memiliki kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris yang tercantum dalam GCG <i>Board Manual</i>.</p> <p><b>Compliant</b></p> <p>The Board of Commissioners has implemented a self-assessment policy to evaluate their performance in accordance with the GCG Guidelines and Board Manual.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 410-411                                  |
|                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka.</li> <li>Self-assessment policy to assess the performance of the Board of Commissioners, disclosed through the Public Company Annual Report.</li> </ul>                                                             | <p><b>Terpenuhi</b></p> <p>Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris telah diungkapkan melalui Laporan Tahunan Perusahaan, bagian Tata Kelola Perusahaan, sub bagian Penilaian terhadap Dewan Komisaris dan Direksi.</p> <p><b>Compliant</b></p> <p>The policy for self-assessment of the Board of Commissioners has been disclosed in the Corporate Governance section of the Company's Annual Report, under the sub-section Assessment of the Board of Commissioners and Directors.</p>                                                                                                                                                                                                                                                                                                                                                      | 447                                      |
|                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</li> <li>The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.</li> </ul>                                                                | <p><b>Terpenuhi</b></p> <p>Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perusahaan.</p> <p><b>Compliant</b></p> <p>The Board of Commissioners has established a policy in accordance with the Company's Articles of Association regarding the resignation of Board of Commissioners members if they are found to be involved in financial crimes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                     | 407                                      |
|                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.</li> <li>The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function formulates a succession policy in the Nomination process for members of the Board of Directors.</li> </ul> | <p><b>Terpenuhi</b></p> <p>Dewan Komisaris telah memiliki Komite Nominasi dan Remunerasi yang bertanggungjawab melakukan penyusunan kebijakan suksesi Direksi.</p> <p><b>Compliant</b></p> <p>The Board of Commissioners has established a Nomination and Remuneration Committee with the responsibility of preparing the Company's Directors succession policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 499-506                                  |



## Implementasi Pedoman Tata Kelola Perusahaan Terbuka Implementation of Public Company Governance Guidelines

| Prinsip<br>Principle                                                                                                                                                                               | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                             | Penerapan di Semen Baturaja<br>Implementation at Semen Baturaja                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Halaman<br>Pemenuhan<br>Fulfillment Page |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Aspek 3</b><br>Aspect 3                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                          |
| <b>Prinsip 5</b><br>Memperkuat Keanggotaan dan Komposisi Direksi<br><b>Principle 5</b><br>Strengthening the Membership and Composition of the Board of Directors                                   | <ul style="list-style-type: none"> <li>Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan.</li> <li>The determination of the number of members of the Board of Directors takes into account the condition of the Public Company and effectiveness in making decisions.</li> </ul> | <b>Terpenuhi</b><br>Penentuan jumlah Direksi telah mempertimbangkan kondisi Perusahaan, yang ditetapkan pada RUPST tahun 2022 tanggal 25 Maret 2022 berdasarkan surat dari Menteri Badan Usaha Milik Negara No. SR-195/MBU/03/2022, perihal Usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk. Jumlah Direksi Perusahaan per tanggal 31 Desember 2022 adalah 5 (lima) orang.<br><b>Compliant</b><br>The Company has determined the number of Directors in consideration of its current condition, as decided during the 2022 AGMS on March 25, 2022, based on the letter from the Minister of State-Owned Enterprises No. SR-195/MBU/03/2022 regarding Proposed Changes to the Management of PT Semen Baturaja (Persero) Tbk. As of December 31, 2022, the number of Company Directors stands at 5 (five) people.                    | 392, 420-423                             |
|                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</li> <li>Determining the composition of members of the Board of Directors takes into account the diversity of skills, knowledge and experience required.</li> </ul>                          | <b>Terpenuhi</b><br>Penentuan komposisi anggota Direksi sesuai persyaratan pengangkatan tercantum di dalam Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik. Perusahaan telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Keberagaman anggota Direksi bisa dilihat pada buku laporan tahunan ini.<br><b>Compliant</b><br>The composition of the Board of Directors is determined based on the appointment requirements specified in OJK Regulation No. 33/POJK.04/2014 regarding Directors and Board of Commissioners of Issuers or Public Companies. The company places great emphasis on the diversity of skills, knowledge, and experience necessary for the role. The diversity of the Board of Directors can be observed in this annual report. | 121-125, 420-423, 443-446                |
|                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.</li> <li>Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.</li> </ul>                                                  | <b>Terpenuhi</b><br>Direktur Keuangan dan Manajemen Risiko Perusahaan adalah seorang ahli keuangan yang berpengalaman serta memiliki latar belakang pendidikan keuangan yaitu lulusan dari Sarjana Akuntansi Universitas Airlangga dan Magister Manajemen Universitas Gadjah Mada.<br><b>Compliant</b><br>The Company's Director of Finance and Risk Management is an experienced financial expert with a background in financial education. She holds a degree in Accounting from Airlangga University and a Masters in Management from Gadjah Mada University.                                                                                                                                                                                                                                                                             | 124                                      |
| <b>Prinsip 6</b><br>Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi.<br><b>Principle 6</b><br>Improving the Quality of Implementation of Duties and Directors Responsibilities. | <ul style="list-style-type: none"> <li>Direksi mempunyai kebijakan penilaian sendiri (Self-Assessment) untuk menilai kinerja Direksi.</li> <li>The Board of Directors has a Self-Assessment policy to assess the performance of the Board of Directors.</li> </ul>                                                                                        | <b>Terpenuhi</b><br>Direksi telah memiliki kebijakan penilaian sendiri (Self-Assessment) untuk menilai kinerja Direksi yang tercantum dalam Piagam Direksi.<br><b>Compliant</b><br>The Board of Directors has a self-assessment policy, as outlined in the GCG Guidelines and Board Manual, to evaluate their performance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 433-435                                  |





## Implementasi Pedoman Tata Kelola Perusahaan Terbuka

### Implementation of Public Company Governance Guidelines

| Prinsip<br>Principle                                                                                                                                                                                               | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                 | Penerapan di Semen Baturaja<br>Implementation at Semen Baturaja                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Halaman<br>Pemenuhan<br>Fulfillment Page |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan Tahunan Perusahaan Terbuka.</li> <li>The Self-Assessment policy to assess the performance of the Board of Directors is disclosed through the Public Company's Annual Report.</li> </ul> | <p><b>Terpenuhi</b><br/>Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi telah diungkapkan melalui Laporan Tahunan Perusahaan bagian Tata Kelola Perusahaan sub bagian penilaian terhadap Dewan Komisaris dan Direksi.</p> <p><b>Compliant</b><br/>The Self-Assessment policy for assessing the performance of the Board of Directors has been disclosed in the Corporate Governance section of the Company's Annual Report. Specifically, it can be found in the assessment sub-section of the Board of Commissioners and Board of Directors.</p> | 450-451                                  |
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.</li> <li>The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.</li> </ul>                       | <p><b>Terpenuhi</b><br/>Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perusahaan.</p> <p><b>Compliant</b><br/>The Company's Articles of Association stipulate a policy whereby a member of the Board of Directors must resign if they are found to be involved in financial crimes.</p>                                                                                                                                                                                         | 424                                      |
| <b>Aspek 4</b><br>Aspect 4                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          |
| <p><b>Prinsip 7</b><br/>Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan<br/><b>Principle 7</b><br/>Improving Corporate Governance Aspects through Stakeholder Participation</p> | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i>.</li> <li>The Public Company has a policy to prevent insider trading.</li> </ul>                                                                                                                                | <p><b>Terpenuhi</b><br/>Kebijakan mengenai aspek tata kelola perusahaan terkait <i>insider trading</i> pada prinsipnya telah diatur dalam Pedoman GCG.</p> <p><b>Compliant</b><br/>The GCG Guidelines generally regulate policies related to insider trading as part of corporate governance aspects.</p>                                                                                                                                                                                                                                                                            | 587                                      |
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti-<i>fraud</i>.</li> <li>The Public Company has an anti-corruption and anti-fraud policy.</li> </ul>                                                                                                                                         | <p><b>Terpenuhi</b><br/>Kebijakan tersebut telah diatur di dalam Pedoman Pengendalian Gratifikasi dan Pedoman Perilaku/<i>Code of Conduct</i> (CoC) Perusahaan.</p> <p><b>Compliant</b><br/>This policy has been regulated in the Gratuities Control Guidelines and the Company's Code of Conduct (CoC).</p>                                                                                                                                                                                                                                                                         | 575, 577, 585                            |
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan Pemasok atau Vendor.</li> <li>The Public Company has a policy regarding the selection and capacity building of Suppliers or Vendors.</li> </ul>                                                                        | <p><b>Terpenuhi</b><br/>Proses seleksi pemasok tercantum di SOP Pengadaan Barang dan Jasa Perusahaan</p> <p><b>Compliant</b><br/>The supplier selection process is listed in the Company's Goods and Services Procurement SOP</p>                                                                                                                                                                                                                                                                                                                                                    | 590-592                                  |
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak Kreditur.</li> <li>The Public Company has a policy regarding the fulfillment of Creditors' rights.</li> </ul>                                                                                                                          | <p><b>Terpenuhi</b><br/>Perusahaan mengatur kebijakan tentang pemenuhan hak-hak Kreditur dalam Pedoman GCG dan Pedoman Perilaku/<i>Code of Conduct</i> (CoC) Perusahaan.</p> <p><b>Compliant</b><br/>The Company regulates policies regarding the fulfillment of Creditor rights in the Company's GCG Guidelines and Code of Conduct (CoC).</p>                                                                                                                                                                                                                                      | 568                                      |
|                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki kebijakan <i>Whistleblowing System</i>.</li> <li>The Public Company has a Whistleblowing System policy.</li> </ul>                                                                                                                                                         | <p><b>Terpenuhi</b><br/>Kebijakan <i>Whistleblowing System</i> diatur di dalam SOP Pelaporan Pelanggaran/<i>Whistleblowing System</i> (WBS) dan Manual WBS.</p> <p><b>Compliant</b><br/>The whistleblowing system policy is regulated in the Whistleblowing System (WBS) SOP and the WBS Manual.</p>                                                                                                                                                                                                                                                                                 | 594                                      |



## Implementasi Pedoman Tata Kelola Perusahaan Terbuka Implementation of Public Company Governance Guidelines

| Prinsip<br>Principle                                                                                                                             | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Penerapan di Semen Baturaja<br>Implementation at Semen Baturaja                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Halaman<br>Pemenuhan<br>Fulfillment Page |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
|                                                                                                                                                  | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan Karyawan.</li> <li>The Public Company has a policy of providing long-term incentives to Directors and Employees.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 | <p><b>Terpenuhi</b><br/>Kebijakan insentif jangka panjang kepada Direksi mengacu pada Surat Kementerian BUMN No. SR-45/Wk2.MBU.D/08/2022 tanggal 31 Agustus 2022 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2022 sedangkan untuk Karyawan, kebijakan tersebut terdapat dalam Perjanjian Kerja Bersama (PKB).</p> <p><b>Compliant</b><br/>The long-term incentive policy for the Board of Directors refers to the Letter of the Ministry of SOE No. SR-45/Wk2.MBU.D/08/2022 dated August 31, 2022 concerning Determination of the Income for the Board of Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk for 2022. Meanwhile, the policy for employees is contained in the Collective Labor Agreement (PKB).</p> | 461                                      |
| <b>Aspek 5</b><br>Aspect 5                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                          |
| <b>Prinsip 8</b><br>Meningkatkan Pelaksanaan Keterbukaan Informasi<br><b>Prinsip 8</b><br>Improving the Implementation of Information Disclosure | <ul style="list-style-type: none"> <li>Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi.</li> <li>Public Companies take advantage of the use of information technology more broadly besides the Website as a medium for information disclosure.</li> </ul>                                                                                                                                                                                                                                                                                               | <p><b>Terpenuhi</b><br/>Selain <i>website</i>, Perusahaan memanfaatkan teknologi informasi dan aplikasi media sosial lainnya seperti melalui portal internal, <i>email</i>, Instagram, Twitter, Facebook dan YouTube.</p> <p><b>Compliant</b><br/>In addition to the website, the company also utilizes various social media platforms and information technology, such as internal portals, email, Instagram, Twitter, Facebook, and YouTube.</p>                                                                                                                                                                                                                                                                                                                                            | 216-217, 563                             |
|                                                                                                                                                  | <ul style="list-style-type: none"> <li>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.</li> <li>The Public Company Annual Report discloses the ultimate beneficial owner in the Public Company share ownership of at least 5% (five percent), in addition to disclosure of the ultimate beneficial owner in the Public Company share ownership through the main and controlling shareholders.</li> </ul> | <p><b>Terpenuhi</b><br/>Dalam Laporan Tahunan Tahun Buku 2022 telah mengungkapkan Struktur Pemegang Saham dengan Kepemilikan lebih dari 5% (lima persen) per 31 Desember 2022.</p> <p><b>Compliant</b><br/>The Annual Report for Fiscal Year 2022 has disclosed the ownership structure of shareholders with more than 5% (five percent) ownership as of December 31, 2022.</p>                                                                                                                                                                                                                                                                                                                                                                                                               | 180-183                                  |





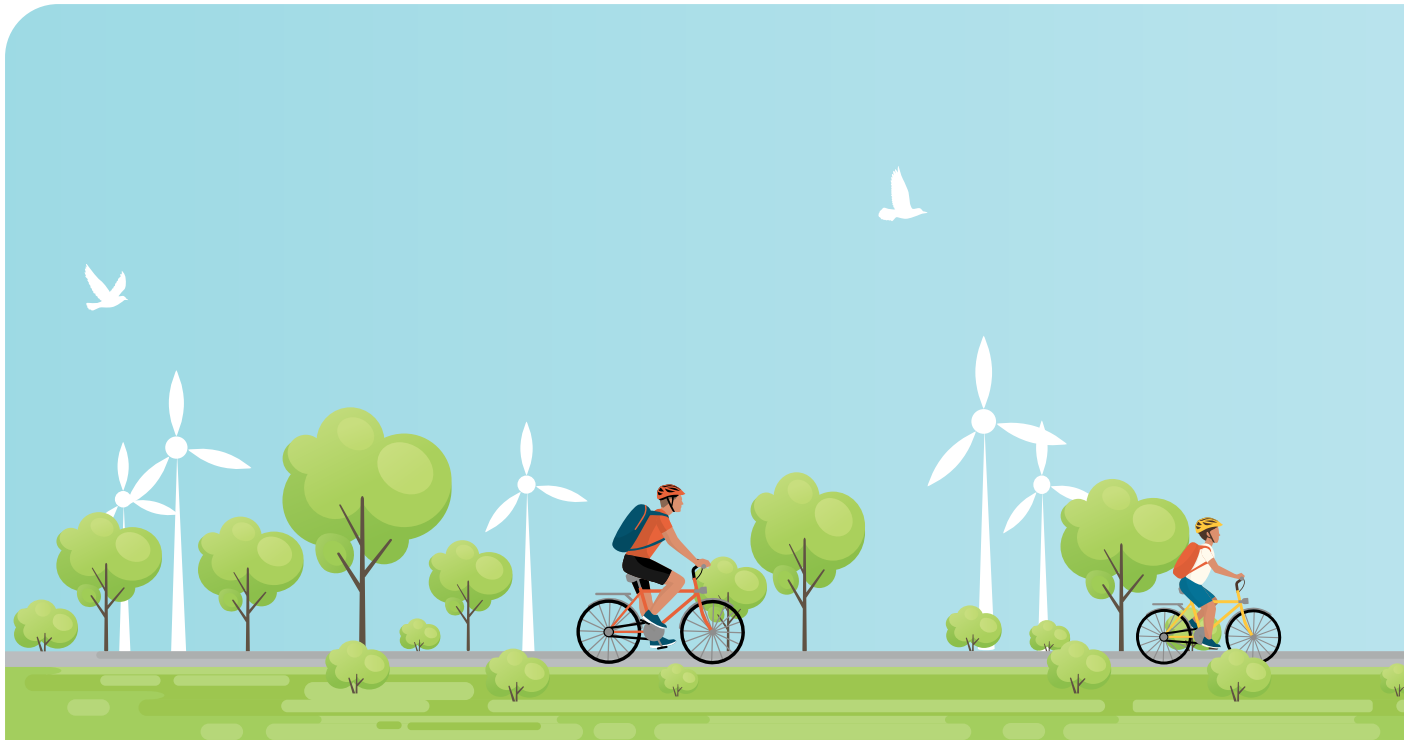


## **TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN**

### SOCIAL AND ENVIRONMENT RESPONSIBILITY

Sebagai perusahaan yang mengelola sumber daya alam di industri semen, SMBR berkomitmen untuk secara maksimal memberikan manfaat ekonomi, sosial, dan lingkungan kepada seluruh pemangku kepentingan. Tidak hanya pada pemerintah daerah, pelanggan, dan mitra-mitra kerja, tetapi juga untuk masyarakat, komunitas, dan Lembaga Swadaya Masyarakat (LSM) di sekitar wilayah operasional.

As a company that manages the nature resources in cement industry, SMBR is committed to maximally provide the benefits of economic, social, and environmental to all stakeholders. Not only for local government, customers, and business partners, but also for society, community, and non-governmental organizations Communities (NGOs) around the operational area.



Sebagai bagian dari *corporate citizen* yang juga merupakan emiten publik, SMBR memiliki komitmen untuk turut berperan serta dalam pembangunan berkelanjutan melalui program kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan mengacu pada undang-undang dan peraturan yang berlaku. Di samping itu, sebagai bagian dari Badan Usaha Milik Negara (BUMN), SMBR memiliki komitmen untuk senantiasa mengimplementasikan program dan kegiatan TJSL secara sistematis dan terpadu untuk menjamin pelaksanaan, pencapaian keberhasilan serta pengelolaan dampak program TJSL sesuai dengan prioritas dan/atau pencapaian dari tujuan Program TJSL BUMN yang berpedoman pada rencana kerja, sebagaimana yang tertuang dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-05/MBU/04/2021 tanggal 20 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, sebagaimana diubah melalui Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-6/MBU/09/2022 tanggal 15 September 2022.

SMBR berkomitmen untuk senantiasa dapat memberikan kontribusi yang positif bagi masyarakat dan lingkungan, dalam setiap aktivitas operasionalnya, dan terus berupaya untuk mewujudkan Tujuan Pembangunan Berkelanjutan (TPB)/ *Sustainable Development Goals* (SDGs), yakni pembangunan yang menjaga peningkatan kesejahteraan ekonomi masyarakat secara berkesinambungan, pembangunan yang menjaga keberlanjutan kehidupan sosial masyarakat, pembangunan yang menjaga kualitas lingkungan hidup serta pembangunan yang menjamin keadilan dan terlaksananya tata kelola yang mampu menjaga peningkatan kualitas hidup dari satu generasi ke generasi berikutnya. Langkah nyata yang dilakukan Perusahaan untuk mendukung terwujudnya TPB, salah satunya adalah melalui kegiatan program TJSL dengan mengoptimalkan segenap sumber daya yang dimiliki.

As a corporate citizen and public issuer, SMBR is committed to participating in sustainable development through a Social and Environmental Responsibility (CSR) activity program that complies with applicable laws and regulations. Additionally, as a State-Owned Enterprise, SMBR is dedicated to implementing CSR programs and activities in a systematic and integrated manner to ensure successful implementation, achievement of objectives, and management of the program's impact. This commitment is guided by the work plan set forth in the Minister of State-Owned Enterprises Regulation No. PER-05/MBU/04/2021 dated April 20, 2021, which outlines the Social and Environmental Responsibility Program for State-Owned Enterprises. The regulation was amended on September 15, 2022, by the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022.

SMBR is committed to making a positive contribution to society and the environment through every operational activity and strives to realize the Sustainable Development Goals (SDGs). This includes promoting ongoing economic welfare for communities, maintaining the sustainability of social life, preserving the quality of the environment, and ensuring justice and good governance to improve the quality of life for future generations. To support the realization of these goals, the company carries out CSR program activities and optimizes all available resources.





Informasi mengenai program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan di tahun 2022, secara komprehensif telah diungkapkan dalam Laporan Keberlanjutan Tahun Buku 2022 yang disajikan secara terpisah, namun menjadi bagian yang tidak terpisahkan dari Laporan Tahunan ini, sebagaimana arahan dari Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021, yang mencakup poin-poin sebagai berikut:

- Penjelasan Strategi Keberlanjutan;
- Ikhtisar Aspek Kinerja Keberlanjutan (Ekonomi, Sosial dan Lingkungan Hidup);
- Profil Singkat Emiten atau Perusahaan Publik;
- Penjelasan Direksi;
- Tata Kelola Keberlanjutan;
- Kinerja Keberlanjutan;
- Verifikasi Tertulis dari Pihak Independen;
- Lembar Umpan Balik (*feedback*) untuk Pembaca; dan
- Tanggapan Perusahaan terhadap Umpan Balik Laporan Tahun Sebelumnya.

Information regarding the Company's Social and Environmental Responsibility (CSR) program in 2022 has been comprehensively disclosed in the 2022 Financial Year Sustainability Report which is presented separately, but is an integral part of this Annual Report, as directed by the Financial Services Authority Circular Letter No. 16/SEOJK.04/2021, which includes the following points:

- Sustainability Strategy Explanation;
- Overview of Aspects of Sustainability Performance (Economic, Social and Environmental);
- Brief Profile of Issuer or Public Company;
- Explanation of the Board of Directors;
- Sustainability Governance;
- Sustainability Performance;
- Written Verification from Independent Party;
- Feedback Sheet (*feedback*) for Readers; And
- Company Response to Previous Year Report Feedback.

Program TJSL SMBR dilaksanakan dengan mengacu pada 4 (empat) pilar utama TJSL BUMN, yaitu Pilar Pembangunan Sosial, Pilar Pembangunan Ekonomi, Pilar Pembangunan Lingkungan, serta Pilar Pembangunan Hukum dan Tata Kelola, yang mencakup 17 Tujuan Pembangunan Berkelanjutan, yaitu (1) Tanpa Kemiskinan; (2) Tanpa Kelaparan; (3) Kehidupan Sehat dan Sejahtera; (4) Pendidikan Berkualitas; (5) Kesetaraan Gender; (6) Air Bersih dan Sanitasi Layak; (7) Energi Bersih dan Terjangkau; (8) Pekerjaan Layak dan Pertumbuhan Ekonomi; (9) Industri, Inovasi dan Infrastruktur; (10) Berkurangnya Kesenjangan; (11) Kota dan Permukiman yang Berkelanjutan; (12) Konsumsi dan Produksi yang Bertanggung Jawab; (13) Penanganan Perubahan Iklim; (14) Ekosistem Lautan; (15) Ekosistem Daratan; (16) Perdamaian,

The CSR program implemented by SMBR follows the four main pillars of SOE CSR, which are the Social Development Pillar, the Economic Development Pillar, the Environmental Development Pillar, and the Law and Governance Development Pillar. This program encompasses the 17 Sustainable Development Goals, which are: (1) No Poverty, (2) No Hunger, (3) Healthy and Prosperous Life, (4) Quality Education, (5) Gender Equality, (6) Clean Water and Adequate Sanitation, (7) Clean and Affordable Energy, (8) Decent Work and Economic Growth, (9) Industry, Innovation and Infrastructure, (10) Reduced Inequalities, (11) Sustainable Cities and Communities, (12) Responsible Consumption and Production, (13) Climate Action, (14) Life Below Water, (15)





Keadilan dan Kelembagaan yang Tangguh; (17) Kemitraan untuk Mencapai Tujuan.

Life on Land, (16) Peace, Justice and Strong Institutions, and (17) Partnerships for the Goals.

### Pilar TJSL BUMN Pillar of SOE CSR



Selain diharapkan dapat meningkatkan *corporate image* dan memperkuat *corporate business*, program TJLS SMBR juga ditujukan untuk dapat memberikan dampak positif bagi masyarakat dan lingkungan untuk mencapai Tujuan Pembangunan Berkelanjutan. Berikut pelaksanaan program TJSL SMBR yang dilaksanakan di sepanjang tahun 2022.

Aside from being expected to improve *corporate image* and strengthen *corporate business*, the CSR SMBR program is also aimed at creating a positive impact on society and the environment in order to achieve the Sustainable Development Goals. The following is an overview of the SMBR CSR program that was implemented throughout 2022.

### Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022

#### Januari 2022 | January 2022



SMBR turut berpartisipasi dalam bentuk dana, pada kegiatan KKN kolaborasi perguruan tinggi antara Universitas Gadjah Mada (UGM) dengan Universitas Islam Negeri (UIN) Raden Fatah Palembang, di Desa Sungsang, Banyuasin, Sumsel. Kegiatan yang bertujuan untuk mengembangkan dan memberdayakan desa wisata di Desa Sungsang ini, berlangsung dari 18 Desember 2021 sampai dengan 4 Februari 2022.

SMBR provided funds for a collaborative Community Service Program between Gadjah Mada University (UGM) and State Islamic University (UIN) Raden Fatah Palembang in Sungsang Village, Banyuasin, South Sumatra. The program aims to develop and empower a tourism village and will be held from December 18, 2021, to February 4, 2022.

#### 07 Februari 2022 | February 07, 2022



Kegiatan pelatihan *Roasting Coffee* di Rumah BUMN Baturaja diawali dengan kegiatan serah terima alat *Roasting Coffee* dari PT Bukit Asam Tbk (PTBA) kepada Rumah BUMN Baturaja. Bantuan ini diharapkan dapat membantu dalam proses pengembangan UMK terutama di sektor perdagangan komoditas Kopi. Pada kegiatan ini, para mitra binaan ikut serta dalam demo penggunaan mesin *roasting coffee* serta mereka bisa melihat hasil *roasting coffee* dengan menggunakan mesin tersebut yang bisa menghemat dan mempermudah dalam memproduksi kopi.

The Roasting Coffee training activity at Baturaja BUMN House commenced with the handover of the Roasting Coffee equipment from PT Bukit Asam Tbk (PTBA) to the Baturaja BUMN House. This assistance is expected to aid in the development of micro and small enterprises (MSEs), particularly in the coffee commodity trading sector. During the training, the participants were given a demonstration on how to use the coffee roasting machine and observed the cost-saving benefits and ease of producing roasted coffee using the machine.



## Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022



**04 Maret 2022** | March 04, 2022

Melalui Departemen CSR, program SMBR Tanggap Bencana Semen Baturaja memberikan bantuan kepada korban rumah roboh di Kelurahan Kemang Agung, Kecamatan Kertapati, Kota Palembang. Rumah roboh ini disebabkan oleh hujan deras yang disertai angin kencang. Bantuan berupa dana tunai yang diserahkan langsung oleh Tim Departemen CSR.

The Disaster Response SMBR program, implemented through the CSR Department, provided assistance to victims of collapsed houses in Kemang Agung Village, Kertapati District, Palembang City, who were affected by heavy rain and strong winds. The CSR Department Team handed over cash funds directly to those in need.



**16 Maret 2022** | March 16, 2022

Dalam rangka meningkatkan kesehatan masyarakat, SMBR melalui Departemen CSR ikut mendukung kegiatan Posyandu. Bantuan berupa dana diberikan untuk mendukung kegiatan Inovasi Puskesmas 1 ulu yaitu Bapau (*Birthday Party* Posyandu) dan Pak Ginting (Penanganan anak kurang gizi/*stunting*). Dimana pada kegiatan ini balita yang ikut serta dalam kegiatan Bapau dicek kesehatannya bila hasilnya menunjukkan angka stunting maka akan disarankan ikut kegiatan Pak Ginting. Harapannya bantuan ini dapat membantu meningkatkan status gizi balita.

To improve public health, SMBR's CSR Department supports Posyandu activities by providing financial assistance for innovative programs at the Public Health Center of 1 Ulu. This includes Bapau (Birthday Party Posyandu) and Pak Ginting (Treatment of malnourished/stunted children). During Bapau activities, toddlers are checked for their health and if they are found to have stunted growth, they are recommended to participate in Mr. Ginting's activities. The goal of this assistance is to improve the nutritional status of young children.



**02 April 2022** | April 02, 2022

Melalui Program TJSL BUMN, SMBR menyalurkan bantuan berupa dana dan sembako kepada korban kebakaran di Lorong Kerangga Desa Sungsang 1 Kabupaten Banyuasin. SMBR bekerjasama dengan Baznas Provinsi Sumatera Selatan juga memberikan bantuan paket sembako sebanyak 100 paket yang berisi Kecap Manis 225 ml, Minyak Goreng 1 liter, Beras 5 kg, Terigu 1 kg, Gula 1 kg, Susu Kental Manis 1 kg, Teh 1 Kotak. Bantuan ini merupakan bentuk kepedulian SMBR terhadap korban yang terdampak bencana. Semoga bantuan yang diberikan bermanfaat bagi warga yang terkena bencana kebakaran.

SMBR distributed funds and groceries to the victims of a fire in Lorong Kerangga, Sungsang Village 1, Banyuasin Regency through the BUMN TJSL Program. SMBR collaborated with the South Sumatra Baznas to provide 100 basic food packages containing sweet soy sauce, cooking oil, rice, flour, sugar, sweetened condensed milk, and tea. This assistance is a manifestation of SMBR's concern for those affected by the disaster, and it is hoped that it will be useful to the affected residents.



## Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022

**12 April 2022** | April 12, 2022

Melalui Program TJSL BUMN, SMBR telah memberikan bantuan untuk pembangunan masjid di Desa Laya. Masjid tersebut diresmikan pada tanggal 12 April 2022 dengan nama Masjid Adjrl Amilin yang bertempat di Desa Laya Kecamatan Baturaja Barat Kabupaten Ogan Komering Ulu. Pembangunan masjid ini dimulai dari tahun 2018 dan selesai pada tahun 2021. Semen Baturaja berharap semoga masjid ini kelak memiliki manfaat bagi masyarakat serta menambah semangat masyarakat untuk beribadah di masjid.

Through the BUMN TJSL Program, SMBR provided assistance for the construction of the Adjrl Amilin Mosque in Laya Village, West Baturaja District, Ogan Komering Ulu Regency. The mosque, which started construction in 2018 and was completed in 2021, was inaugurated on April 12, 2022. SMBR hopes that the mosque will be beneficial for the community and encourage greater enthusiasm for worship.



**Mei 2022** | May 2022

Melalui Program TJSL BUMN, SMBR telah memberikan bantuan berupa dana untuk pembangunan sumur bor di area masjid Ar Ruhama Baturaja. Diharapkan dengan adanya sumur bor ini dapat menambah sarana air bersih di Masjid untuk mendukung segala kegiatan di masjid terutama untuk ber wudhu. Serta meningkatkan kenyamanan masyarakat dalam beribadah karena selama ini sering terganggu karena air PAM yang sering mati sehingga sarana air bersih tidak tersedia di area Masjid Ar Ruhama Baturaja.

SMBR provided funding assistance for the construction of a drilled well in the Ar Ruhama Baturaja mosque area through the BUMN TJSL Program. This addition to the mosque's clean water facilities is expected to support all activities, especially for ablution, and increase the community's comfort during worship. The PAM water supply in the area often turns off, making clean water facilities unavailable, and SMBR hopes that the drilled well will alleviate this problem.



**Mei 2022** | May 2022

Melalui Program TJSL BUMN, SMBR memberikan bantuan berupa dana untuk mendukung pembangunan pembuatan gorong-gorong untuk melancarkan genangan air di simpang empat jalan Bangau Komplek Tiga Gajah Indah Kota Baturaja. Dengan bantuan pembangunan gorong-gorong ini diharapkan dapat memperlancar aliran air disekitar lingkungan Ring 1 Pabrik Baturaja.

Through BUMN TJSL Program, SMBR assisted in the form of funds to support the construction of culverts to smooth out puddles at the intersection of the Bangau, Komplek Tiga Gajah Indah Kota Baturaja roads. With the help of the construction of these culverts, it is hoped that it will facilitate the flow of water around the Baturaja Plant's Ring 1 environment.



**15 Juni 2022** | June 15, 2022

Melalui Program TJSL BUMN, SMBR telah memberikan bantuan berupa sembako untuk korban banjir di Kabupaten OKU. Bencana banjir ini terjadi pada hari Kamis, 9 Juni 2022 di Kabupaten OKU. Sembako sebanyak 200 paket diserahkan secara simbolis kepada Dinas Sosial Kab. OKU. Melalui bantuan ini diharapkan dapat memberikan manfaat bagi korban banjir tersebut.

Through the TJSL BUMN program, SMBR provided aid in the form of food packages to flood victims in the district of OKU. The flood disaster occurred on Thursday, June 9th, 2022 in OKU district. A total of 200 food packages were symbolically handed over to the Social Services Department of OKU district. It is hoped that this assistance will be beneficial for the flood victims.







## Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022

**18 - 19 Juni 2022** | June 18-19, 2022



SMBR melalui bazar UMKM ikut memeriahkan HUT Kota Palembang ke 1339 dengan mempromosikan produk mitra binaan CSR. SMBR mengajak 2 mitra binaan dengan 2 produk yang berbeda. Mitra pertama yaitu Kain Jumputan dari Sutra Indah Ibu Supairoh dan Kemplang Tunu Ibu Fitriah. Diharapkan dengan partisipasi mitra pada kegiatan ini dapat mengembangkan usaha mitra sehingga bisa menjadi mitra naik kelas.

SMBR participated in the MSME bazaar to celebrate the 1339th anniversary of Palembang City by promoting the products of its CSR partners. Two fostered partners were invited to showcase their products, namely Jumputan Fabrics from the Beautiful Sutras of Mrs. Supairoh and Kemplang Tunu from Mrs. Fitriah. This activity aims to support and develop partner businesses with the hope of building a long-term partnership for the future.

**02 Juli 2022** | July 02, 2022



SMBR ikut mendukung kegiatan yang diselenggarakan oleh Ikatan Akuntansi Indonesia (IAI) dan program pascasarjana Universitas Taman Siswa Palembang yang bertajuk *Workshop Pengelolaan dan Pengawasan Keuangan Desa Palembang dan BUMDes*. Dalam kegiatan ini SMBR juga memfasilitasi para Kepala Desa di wilayah Ring 1 Pabrik Baturaja untuk turut serta dalam kegiatan ini dengan harapan dapat meningkatkan wawasan dan pengetahuan para Kepala Desa Ring 1 SMBR.

Workshop on Village Financial Management, Oversight, and BUMDes." During this activity, SMBR facilitated the participation of Village Heads from Ring 1 area of the Baturaja Plant, with the hope of enhancing their knowledge and insights.

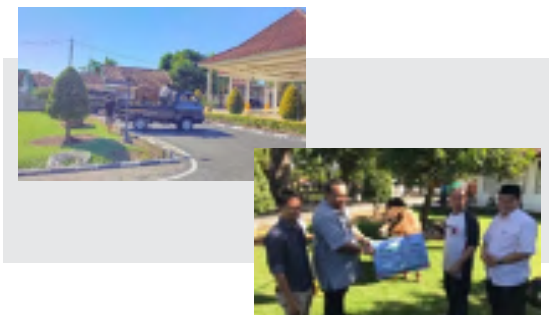
**02 - 06 Juli 2022** | July 02 - 06, 2022



Dalam memeriahkan HUT Provinsi Sumatera Selatan ke-76, SMBR turut serta dalam kegiatan Sriwijaya Expo 2022 di Jakabaring Sport City (JSC) Kota Palembang. SMBR mempromosikan produknya serta mengajak mitra SMBR untuk turut serta dalam kegiatan ini guna mempromosikan produk UMKM Binaan SMBR. Produk-produk dari mitra binaan yang ikut serta dalam kegiatan ini antara lain Jumputan, Kemplang Tunu, Keripik Macho, dan Keripik Bombay yang merupakan produksi UMKM Lokal. Melalui kegiatan ini diharapkan dapat meningkatkan produksi serta penjualan mitra binaan agar bisa menjadi mitra naik kelas.

To celebrate the 76th anniversary of South Sumatra Province, SMBR participated in the 2022 Sriwijaya Expo at the Jakabaring Sport City (JSC) in Palembang. During the expo, SMBR promoted its products and encouraged its partners to showcase SMBR-assisted UMKM products. Some of the locally-produced products featured in the event were Jumputan, Kemplang Tunu, Macho Chips, and Bombay Chips from SMBR's fostered partners. The expo aimed to increase the production and sales of SMBR's partners and elevate them to a higher partnership level.

**Juli 2022** | July 2022



Dalam rangka Hari Raya Idul Adha 1443 Hijriyah, SMBR turut serta merayakannya bersama Pemerintah Kabupaten OKU. SMBR memberikan bantuan berupa 1 ekor sapi untuk hewan Qurban yang nantinya akan dibagikan kepada yang membutuhkan di wilayah Pemkab Ogan Komering Ulu.

To commemorate Eid al-Adha 1443 Hijriyah, SMBR joined the OKU District Government in celebration. SMBR provided assistance in the form of one cow for Qurban animals, which would be distributed to those in need in the Ogan Komering Ulu Regency Government area.





## Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022

**25 Juli 2022** | July 25, 2022

SMBR bersama Dinas Sosial memberikan bantuan berupa 1000 Paket Sembako untuk korban kebakaran di Lorong Batu Ampar Kelurahan 1 Ilir Kecamatan Ilir Timur II Palembang. Paket Sembako berisi Beras, Mie Instan, Gula Pasir, Tepung dan Minyak Sayur. Dengan adanya bantuan paket sembako ini diharapkan dapat meringankan beban Korban Bencana Kebakaran.

To aid the victims of a fire that occurred in Lorong Batu Ampar, 1 Ilir Village, Ilir Timur II District, Palembang, SMBR collaborated with the Social Service to distribute 1,000 basic food packages. These packages contain essential food items such as rice, instant noodles, granulated sugar, flour, and vegetable oil. It is hoped that this assistance will help alleviate the burden of those affected by the disaster.

**19 Agustus 2022** | August 19, 2022

SMBR menggelar Program Bimbingan Teknis (Bimtek) Sertifikasi Halal untuk para UMK Binaan Rumah BUMN Baturaja dan Mitra Binaan Semen Baturaja. Program ini menghadirkan narasumber Muhammad Bobby SH selaku pendamping PPH UIN Sunan Kalijaga Depok, Jawa Barat yang diikuti oleh 10 Peserta UMK Binaan Rumah BUMN Baturaja dan Mitra Binaan Semen Baturaja.

SMBR organized a Halal Certification Technical Guidance Program (Bimtek) for MSEs who are being assisted by the Rumah BUMN Baturaja and Semen Baturaja Fostered Partners. The program was presented by guest speaker Muhammad Bobby SH, a PPH assistant at UIN Sunan Kalijaga Depok, West Java, and was attended by 10 MSE participants who are being assisted by Rumah BUMN Baturaja and Semen Baturaja Fostered Partners.

**20 Agustus 2022** | August 20, 2022

Perusahaan melalui program SMBR Tanggap Bencana menyalurkan bantuan kepada korban kebakaran di Daerah Pasar Lama Baturaja yang bertempat di Jalan H. Agus Salim, Baturaja Lama, Baturaja Timur OKU. Musibah ini telah menghancurkan 4 Unit Ruko. Bantuan berupa uang tunai dan sembako ini merupakan wujud kepedulian SMBR yang senantiasa siaga dan sigap melakukan tanggap darurat terhadap sejumlah bencana guna membantu dan meringankan beban masyarakat dan lingkungan yang terdampak bencana.

In response to a recent fire that occurred in Pasar Lama Baturaja on Jalan H. Agus Salim, Baturaja Lama, East Baturaja OKU, SMBR Disaster Response provided aid to the affected victims. The fire destroyed four units of shophouses. SMBR's quick response to such disasters reflects the company's commitment to helping ease the burden of affected communities and the environment. The assistance provided was in the form of cash and groceries.

**15 September 2022** | September 15, 2022

SMBR menggelar pelatihan foto produk bagi UMK binaan di Rumah BUMN Baturaja. Kegiatan ini bertujuan untuk mengembangkan keterampilan UMK dalam menguasai teknik fotografi maupun *editing* agar mampu menghasilkan foto produk yang menarik sebelum dipasarkan secara *online*. Diharapkan nantinya konten yang dihasilkan dapat meningkatkan *brand image* produk UMK dimata Konsumen.

At Rumah BUMN Baturaja, SMBR conducted product photo training for MSEs who are being assisted by the program. The training aimed to improve the skills of MSEs in photography and editing techniques so that they can produce attractive product photos that can be used for online marketing. The goal is to enhance the brand image of MSEs products and attract more consumers.



## Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022

### September 2022 | September 2022



SMBR turut serta membangun fasilitas-fasilitas umum di wilayah Ring 1. Melalui program ini SMBR memberikan bantuan untuk merenovasi atap kantor Kepala Desa di Desa Pusar Baturaja yang merupakan Ring 1 Pabrik Baturaja. Kondisi atap sudah sangat tidak layak dan bisa membahayakan perangkat desa dan masyarakat yang sedang berkunjung kesana. Kegiatan ini juga mendukung pembangunan yang berkelanjutan guna kesejahteraan bersama.

SMBR is actively involved in building public facilities in the Ring 1 area of the Baturaja Plant. As part of this program, SMBR assisted in renovating the roof of the Village Head's office in Pusar Baturaja Village, which had been in a deteriorating condition and posed a safety risk to the village officials and visitors. This activity not only helps to improve the safety and comfort of the local community, but also supports the principles of sustainable development and common prosperity.

### 24 September 2022 | September 24, 2022



Dalam rangka memperingati Hari Ozon Sedunia, SMBR bersama Lembaga Penelitian Pengembangan Pembangunan dan Dampak Lingkungan (LP3L) mengadakan Kampanye Pelatihan dan Pembagian Tanaman dengan Tema "Berperilaku Ramah Lingkungan untuk Kebaikan Bumi" yang dilaksanakan di auditorium Universitas Baturaja OKU.

To commemorate World Ozone Day, SMBR collaborated with the Development and Environmental Impact Research Institute (LP3L) to organize a Plant Distribution and Training Campaign with the theme "Behaving Environmentally Friendly for the Good of the Earth." The event was held at the auditorium of OKU Baturaja University, and aimed to raise awareness about environmental issues and encourage people to take environmentally-friendly actions.

### 13 Oktober - 23 November 2022 | October 13 - November 23, 2022



SMBR memberikan dukungan berupa dana untuk Kegiatan Bakti Desa Kelompok I Mahasiswa Profesi Keperawatan 2022 di Desa Permata Baru Inderalaya. Kegiatan ini menjadi salah satu bentuk kepedulian dalam masyarakat guna menyelesaikan masalah kesehatan di Desa Permata Baru. Dengan terlaksananya kegiatan ini diharapkan dapat meningkatkan mutu kesehatan di wilayah tersebut.

SMBR provided financial support for the Group I Village Service Activities of the 2022 Nurse Professional Students in Permata Baru Village, Inderalaya. This initiative reflects SMBR's commitment to addressing healthcare issues in the local community. The program aims to improve the quality of health services in the region, and demonstrates SMBR's ongoing efforts to promote the well-being of the community.

### 14 November 2022 | November 14, 2022



SMBR memberikan bantuan berupa 2 Unit Motor Sampah kepada Dinas Lingkungan Hidup OKU guna untuk pengangkutan sampah rumah tangga yang tidak bisa dijangkau dengan kendaraan Dump Truck Sampah. Dengan adanya bantuan ini diharapkan dapat menjaga kebersihan lingkungan di wilayah Ogan Komering Ulu.

SMBR provided assistance in the form of two garbage motorcycle units to the OKU Environmental Service. These motorcycles will be used to collect household waste that cannot be reached by garbage dump trucks, thereby promoting a cleaner environment in the Ogan Komering Ulu area.



## Pelaksanaan Program TJSL SMBR Tahun 2022 Implementation of SMBR CSR Program in 2022

**19 November 2022** | November 19, 2022

SMBR ikut serta dalam Kegiatan Festival *Drumband* di Kabupaten OKU dalam rangka HUT PGRI ke-77 dan HGN Tahun 2022. Melalui kegiatan ini diharapkan dapat membina generasi penerus agar berpartisipasi aktif dan kreatif dan kegiatan ini bisa menjadi tolak ukur kegiatan ekstrakurikuler *Drumband* di sekolah.

SMBR participates in the *Drumband* Festival activities in Oku District in the framework of the 77th PGRI Anniversary and 2022 HGN. This activity is expected to foster the next generation to participate actively and creatively and this activity can become a benchmark for *Drumband* extracurricular activities at school.

**Desember 2022** | December 2022

Dalam rangka turut memelihara fasilitas umum bagi masyarakat, SMBR melalui Program TJSL BUMN melakukan revitalisasi terhadap Jembatan Ogan 1 OKU Baturaja. Kegiatan ini sedang dilaksanakan oleh rekanan SMBR di Baturaja Kabupaten OKU. Pekerjaan ini diharapkan selesai pada bulan Januari 2023. Jembatan ini merupakan salah satu *icon* Kota Baturaja, diharapkan melalui revitalisasi ini dapat menambah nilai estetika di Kota Baturaja dan bermanfaat bagi masyarakat yang setiap hari melintasi jembatan ini.

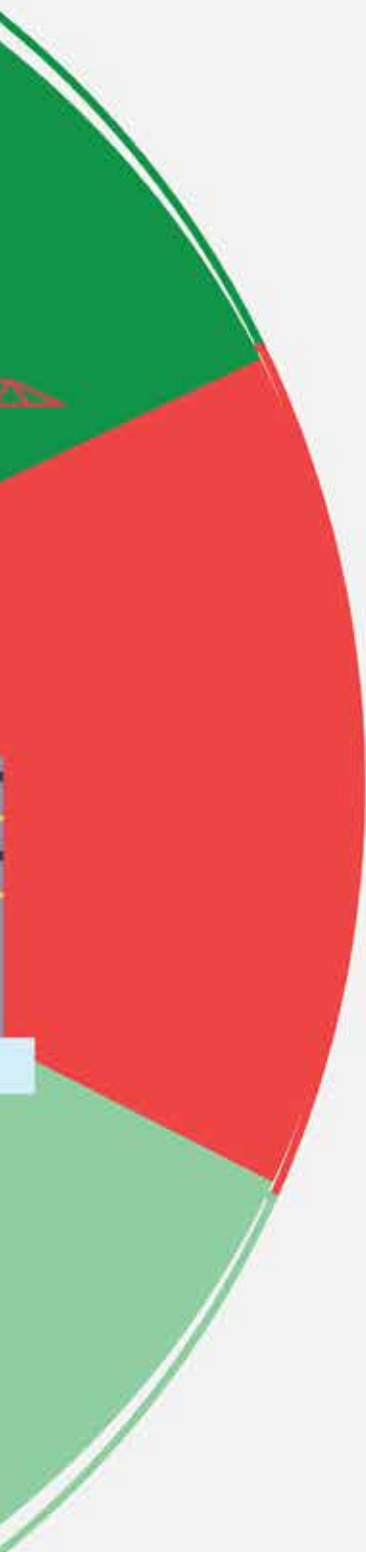
To contribute to the upkeep of public facilities in the community, SMBR collaborated with SOEs TJSL Program to revitalize the Ogan 1 OKU Baturaja Bridge, a landmark of Baturaja City. The revitalization project is being carried out by SMBR's partners in Baturaja, OKU District, and is expected to be completed by January 2023. Once completed, the project is expected to enhance the aesthetic value of the city and provide a safer and more convenient passage for daily commuters.











# LAPORAN KEUANGAN AUDIT

## AUDITED FINANCIAL REPORT



**LAPORAN KEUANGAN KONSOLIDASIAN  
UNTUK TAHUN-TAHUN YANG BERAKHIR  
PADA TANGGAL 31 DESEMBER 2022 DAN 2021 SERTA  
LAPORAN POSISI KEUANGAN KONSOLIDASIAN  
1 JANUARI 2021/ 31 DESEMBER 2020**

***CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
DECEMBER 31, 2022 AND 2021 AND  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
JANUARY 1, 2021/ DECEMBER 31, 2020***

| <b>Daftar Isi</b>                                                                                                                                                                                         | <b>Halaman/<br/>Page</b>        | <b>Table of Contents</b>                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Surat Pernyataan Direksi</b>                                                                                                                                                                           |                                 | <b>Directors' Statement Letter</b>                                                                                                                                                          |
| <b>Laporan Auditor Independen</b>                                                                                                                                                                         |                                 | <b>Independent Auditor's Report</b>                                                                                                                                                         |
| <b>Laporan Keuangan Konsolidasian<br/>Untuk Tahun-tahun yang Berakhir pada<br/>Tanggal 31 Desember 2022 dan 2021 serta<br/>Laporan Posisi Keuangan Konsolidasian<br/>1 Januari 2021/ 31 Desember 2020</b> |                                 | <b>Consolidated Financial Statements<br/>For the Years Ended<br/>December 31, 2022 and 2021 and<br/>Consolidated Statement of Financial<br/>Position January 1, 2021/ December 31, 2020</b> |
| Laporan Posisi Keuangan<br>Konsolidasian                                                                                                                                                                  | 1                               | Consolidated Statements of<br>Financial Position                                                                                                                                            |
| Laporan Laba Rugi dan Penghasilan<br>Komprensif Lain Konsolidasian                                                                                                                                        | 3                               | Consolidated Statements of Profit or Loss<br>and Other Comprehensive Income                                                                                                                 |
| Laporan Perubahan Ekuitas<br>Konsolidasian                                                                                                                                                                | 4                               | Consolidated Statements of<br>Changes in Equity                                                                                                                                             |
| Laporan Arus Kas Konsolidasian                                                                                                                                                                            | 5                               | Consolidated Statements of Cash Flows                                                                                                                                                       |
| Catatan Atas Laporan Keuangan<br>Konsolidasian                                                                                                                                                            | 6                               | Notes to the Consolidated<br>Financial Statements                                                                                                                                           |
| Laporan Posisi Keuangan<br>(Entitas Induk)                                                                                                                                                                | Lampiran II/<br>Attachment I    | Statements of Financial Position<br>(Parent Entity)                                                                                                                                         |
| Laporan Laba Rugi dan<br>Penghasilan Komprensif Lain<br>(Entitas Induk)                                                                                                                                   | Lampiran II/<br>Attachment II   | Statements of Profit or Loss and<br>Other Comprehensive Income<br>(Parent Entity)                                                                                                           |
| Laporan Perubahan Ekuitas<br>(Entitas Induk)                                                                                                                                                              | Lampiran III/<br>Attachment III | Statements of Changes in Equity<br>(Parent Entity)                                                                                                                                          |
| Laporan Arus Kas<br>(Entitas Induk)                                                                                                                                                                       | Lampiran IV/<br>Attachment IV   | Statements of Cash Flows<br>(Parent Entity)                                                                                                                                                 |



**SURAT PERNYATAAN DIREKSI  
TENTANG TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN KONSOLIDASIAN  
PADA TANGGAL 31 DESEMBER 2022 DAN  
31 DESEMBER 2021 PT SEMEN BATURAJA TBK  
DAN ENTITAS ANAK**

**BOARD OF DIRECTORS' STATEMENT LETTER  
RELATING TO THE RESPONSIBILITY ON  
THE CONSOLIDATED FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2022  
AND DECEMBER 31, 2021 PT SEMEN BATURAJA  
TBK AND ITS SUBSIDIARY**

Kami yang bertanda tangan  
dibawah ini:

*We, the undersigned:*

|                          |                                                                                                                 |                       |
|--------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------|
| 1. Nama                  | Daconi Khotob                                                                                                   | Name                  |
| Alamat Kantor            | Jl. Abikusno Cokrosuyoso Kertapati,<br>Palembang                                                                | Office Address        |
| Alamat Domisili          | Jln. Ridwan Rais No. 21 LK. II RT.009 RW.000<br>Kel. Bumi Kedamaian, Kec. Kedamaian,<br>Bandar Lampung, Lampung | Domicile Address      |
| Nomor Telepon<br>Jabatan | (0711) 511261 Ext. 1200<br>Direktur Utama / President Director                                                  | Phone Number<br>Title |
| 2. Nama                  | Tubagus Muhammad Dharury                                                                                        | Name                  |
| Alamat Kantor            | Jl. Abikusno Cokrosuyoso Kertapati,<br>Palembang                                                                | Office Address        |
| Alamat Domisili          | Gayungsari Timur IV MGK 06 RT.001 RW.006<br>Kel. Manunggal, Kec. Gayungan, Surabaya<br>Jawa Timur               | Domicile Address      |
| Nomor Telepon<br>Jabatan | (0711) 511261 Ext. 1200<br>Direktur / Director                                                                  | Phone Number<br>Title |

Menyatakan bahwa:

*Declare that:*

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Semen Baturaja Tbk dan entitas anak;</li> <li>Laporan Keuangan Konsolidasian Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia; <ol style="list-style-type: none"> <li>Semua informasi dalam Laporan Keuangan Konsolidasian telah disajikan secara lengkap dan benar;</li> <li>Laporan Keuangan Konsolidasian Perusahaan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;</li> </ol> </li> <li>Kami bertanggung jawab atas sistem pengendalian internal Perusahaan.</li> </ol> | <ol style="list-style-type: none"> <li><i>We are responsible for the preparation and presentation of the consolidated financial statements of PT Semen Baturaja Tbk;</i></li> <li><i>The Consolidated Financial Statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards (SAK);</i> <ol style="list-style-type: none"> <li><i>All the information in this Consolidated Financial Statement have been fully correctly disclosed;</i></li> <li><i>There is no material information or fact that has been omitted or eliminated in the Consolidated Financial Statement;</i></li> </ol> </li> <li><i>We are responsible for the internal control system of the Company.</i></li> </ol> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Demikian pernyataan ini dibuat dengan sebenarnya.

*In witness whereof, the undersigned have drawn up this statement truthfully.*

**Palembang, 7 Maret 2023 / March 7, 2023**

Direktur Utama / President Director

Direktur / Director

Daconi Khotob

Tubagus Muhammad Dharury

# Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan  
Registered Public Accountants

RSM Indonesia  
Plaza ASIA, Level 10  
Jl. Jend. Sudirman Kav. 59  
Jakarta 12190 Indonesia

T +62 21 5140 1340  
F +62 21 5140 1350

[www.rsm.id](http://www.rsm.id)

Nomor/Number : 00129/2.1030/AU.1/04/1514-3/1/III/2023

## Laporan Auditor Independen/ Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/  
The Shareholders, Board of Commissioners, and Directors

PT Semen Baturaja Tbk

Laporan Audit atas Laporan Keuangan      Report on the audit of the Consolidated  
Konsolidasian      Financial Statements

### Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Semen Baturaja Tbk dan entitas anaknya ("Grup") terlampir yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasian nya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan

### Opinion

We have audited the accompanying consolidated financial statements of PT Semen Baturaja Tbk and its subsidiary (the "Group"), which comprise the consolidated statement of financial position as of December 31, 2022, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2022, and their consolidated financial performance and their cash flows for the year ended, in accordance with Indonesian Financial Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated

THE POWER OF BEING UNDERSTOOD  
AUDIT | TAX | CONSULTING



kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

### Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

### Estimasi Penurunan Nilai Piutang Usaha

Estimasi penyisihan penurunan nilai piutang didasarkan pada asumsi *default* dan tingkat kerugian kredit ekspektasian. Asumsi dan pemilihan input untuk perhitungan penurunan nilai didasarkan pada pengalaman historis, kondisi pasar yang ada serta estimasi perkiraan ke depan Grup. Ketika arus kas masa depan aktual lebih kecil dari yang diharapkan, kerugian penurunan nilai yang material dapat timbul. Karena asumsi dan input utama yang digunakan untuk mengukur kerugian kredit ekspektasian atas piutang usaha melibatkan pertimbangan dan ketidakpastian yang signifikan, kami mempertimbangkan estimasi penurunan nilai piutang usaha sebagai salah satu hal audit utama.

### Bagaimana kami merespons Hal Audit Utama

- Kami memperoleh pemahaman atas prosedur internal kontrol terkait penyisihan atas penurunan nilai piutang usaha yang dilakukan oleh manajemen;
- Kami mengevaluasi kewajaran penyisihan kerugian penurunan nilai dengan menguji umur piutang usaha dan dengan menghitung potensi risiko piutang usaha yang telah jatuh tempo pada tanggal neraca;
- Berdasarkan uji petik, kami menguji pemulihan piutang usaha dengan memeriksa penerimaan kas setelah tanggal neraca;
- Untuk estimasi penurunan nilai piutang, kami mengevaluasi kecukupan penyisihan penurunan nilai dari manajemen berdasarkan pengalaman wanprestasi masa lalu pelanggan, posisi keuangan periode ini, jaminan yang dijaminkan, kondisi pasar yang ada serta estimasi perkiraan ke depan.

*financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.*

### Key Audit Matters

*Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.*

### Estimated Impairment of Trade Receivables

*The estimated provision for impairment of trade receivables is based on the assumptions of defaults and expected loss rates. The assumptions and selection of inputs for impairment calculation are based on the Group's historical experience, existing market conditions as well as forward looking estimates. When the actual future cash flows are less than expected, a material impairment loss may arise. Because key assumptions and inputs used for measuring expected credit losses on trade receivables involve significant judgments and uncertainties, we considered the estimated impairment of trade receivables as one of the key audit matters.*

### How our audit addressed the Key Audit Matter

- *We obtained an understanding of the internal control procedures with respect to management's allowance for impairment loss of trade receivables;*
- *We evaluated the reasonableness of allowance for impairment loss by testing the aging of trade receivables and by quantifying potential risk of trade receivables that were overdue at the balance sheet date;*
- *On a sample basis, we tested the recoverability of trade receivables by vouching cash receipts after the balance sheet date;*
- *For the estimated impairment of trade receivables, we evaluated the adequacy of management's provision for impairment based on customers' past default experience, current financial position, any collateral pledged, existing market conditions as well as forward looking estimates.*



### Penekanan Suatu Hal

Kami membawa perhatian ke Catatan 41 atas laporan keuangan konsolidasian terlampir yang menyajikan kembali laporan keuangan konsolidasian untuk tahun yang berakhir pada 31 Desember 2021 yang telah diterbitkan pada tanggal 15 Februari 2021 sesuai dengan PSAK 25. Penyesuaian tersebut berdampak pada saldo awal periode penyajian 1 Januari 2021.

### Hal lain

Audit kami atas laporan keuangan konsolidasian PT Semen Baturaja Tbk dan entitas anaknya tanggal 31 Desember 2022 terlampir, dilaksanakan dengan tujuan untuk merumuskan opini atas laporan keuangan konsolidasian secara keseluruhan. Informasi keuangan PT Semen Baturaja Tbk (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir 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 terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian terlampir secara keseluruhan.

### Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini 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.

### Emphasis of matter

*We draw attention to Note 41 to the accompanying consolidated financial statements which restated the consolidated financial statements for the year ended December 31, 2021 which was issued on February 15, 2021 in accordance with PSAK 25. The adjustment affected the beginning balance of the earliest period presented January 1, 2021.*

### Other matter

*Our audit of the accompanying consolidated financial statements of PT Semen Baturaja Tbk and its subsidiary as of December 31, 2022, was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of PT Semen Baturaja Tbk (parent entity), which comprises the statement of financial position as of December 31, 2022 and the statement of profit or loss and other comprehensive income, statements of changes in equity, and statement of cash flows for the year ended (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent 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 accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.*

### Responsibilities of Management and Those Charged with Governance 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.*



Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata Kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

## **Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian**

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

*In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.*

*Those charged with governance are responsible for overseeing the Group's financial reporting process.*

## **Auditors' Responsibilities for the Audit of the Consolidated Financial Statements**

*Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.*

*As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:*

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*



- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- *Obtain an understanding of internal control relevant to the audit 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 Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

*We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.*

*We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.*

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

*From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.*

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

**Donny Iskandar Maramis**

Nomor Izin Akuntan Publik: AP. 1514/  
Public Accountant License Number: AP. 1514

Jakarta, 7 Maret 2023/March 7, 2023



00129



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN**

Pada Tanggal 31 Desember 2022, 2021 dan  
1 Januari 2021/ 31 Desember 2020  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
CONSOLIDATED STATEMENTS OF  
FINANCIAL POSITION**

As of December 31, 2022, 2021 and  
January 1, 2021/ December 31, 2020  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                 | Catatan/<br>Notes | 2022<br>Rp           | 2021*)<br>Rp         | 1 Jan 2021/<br>Jan 1, 2021 *)<br>Rp |
|---------------------------------|-------------------|----------------------|----------------------|-------------------------------------|
| <b>ASET</b>                     |                   |                      |                      |                                     |
| <b>ASET LANCAR</b>              |                   |                      |                      |                                     |
| Kas dan Setara Kas              | 4,34              | 522,918,099          | 484,703,777          | 338,546,933                         |
| Piutang Usaha                   |                   |                      |                      |                                     |
| Pihak Berelasi                  | 5,34              | 8,417,530            | 16,445,777           | 3,954,387                           |
| Pihak Ketiga                    | 5                 | 212,628,905          | 165,762,388          | 145,963,177                         |
| Piutang Lain - lain             |                   |                      |                      |                                     |
| Pihak Berelasi                  | 6,34              | 2,841,773            | --                   | 2,239,021                           |
| Pihak Ketiga                    | 6                 | 348,513              | 618,433              | 4,344,307                           |
| Persediaan                      | 7                 | 226,319,841          | 233,053,625          | 203,567,486                         |
| Pajak Dibayar Di Muka           | 16a               | 4,959,948            | 7,043,550            | 6,316,693                           |
| Beban Dibayar Di Muka           | 9,34              | 22,817,135           | 2,412,308            | 4,823,998                           |
| Uang Muka                       | 8                 | 7,182,267            | 9,267,193            | 16,820,390                          |
| Aset Keuangan Lancar Lainnya    | 10                | 376,802              | 551,497              | 525,496                             |
| <b>Jumlah Aset Lancar</b>       |                   | <b>1,008,810,813</b> | <b>919,858,548</b>   | <b>727,101,888</b>                  |
| <b>ASET TIDAK LANCAR</b>        |                   |                      |                      |                                     |
| Penyertaan Saham                |                   | 25,000               | 25,000               | 25,000                              |
| Aset Tetap                      | 11                | 4,043,993,169        | 4,118,810,511        | 4,228,699,171                       |
| Aset Takberwujud                | 12                | 20,186,318           | 27,897,065           | 34,476,160                          |
| Aset Tidak Lancar Lainnya       | 13,34             | 138,233,225          | 205,362,573          | 212,905,151                         |
| <b>Jumlah Aset Tidak Lancar</b> |                   | <b>4,202,437,712</b> | <b>4,352,095,149</b> | <b>4,476,105,482</b>                |
| <b>JUMLAH ASET</b>              |                   | <b>5,211,248,525</b> | <b>5,271,953,697</b> | <b>5,203,207,370</b>                |

|                                   |
|-----------------------------------|
| <b>ASSETS</b>                     |
| <b>CURRENT ASSETS</b>             |
| 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    |
| <b>Total Current Assets</b>       |
| <b>NON - CURRENT ASSETS</b>       |
| Investment in Share               |
| Fixed Assets                      |
| Intangible Assets                 |
| Other Non - Current Assets        |
| <b>Total Non - Current Assets</b> |
| <b>TOTAL ASSETS</b>               |

\*) Disajikan kembali (Catatan 41)

\*) Restated (Note 41)

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 as a whole

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (Lanjutan)**  
Pada Tanggal 31 Desember 2022, 2021 dan  
1 Januari 2021/ 31 Desember 2020  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
CONSOLIDATED STATEMENTS OF  
FINANCIAL POSITION (Continued)**  
As of December 31, 2022, 2021 and  
January 1, 2021/ December 31, 2020  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                                                                                                                                                   | Catatan/<br>Notes | 2022<br>Rp           | 2021 *)<br>Rp        | 1 Jan 2021/<br>Jan 1, 2021 *)<br>Rp |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------|----------------------|-------------------------------------|
| <b>LIABILITAS DAN EKUITAS</b>                                                                                                                                     |                   |                      |                      |                                     |
| <b>LIABILITAS</b>                                                                                                                                                 |                   |                      |                      |                                     |
| <b>LIABILITAS JANGKA PENDEK</b>                                                                                                                                   |                   |                      |                      |                                     |
| Utang Usaha                                                                                                                                                       |                   |                      |                      |                                     |
| Pihak Berelasi                                                                                                                                                    | 14,34             | 121,256,293          | 90,161,163           | 63,784,718                          |
| Pihak Ketiga                                                                                                                                                      | 14                | 189,970,312          | 157,194,262          | 213,963,155                         |
| Utang Lain-lain                                                                                                                                                   |                   |                      |                      |                                     |
| Pihak Berelasi                                                                                                                                                    | 15,35             | 21,373,056           | 331,170              | 429,689                             |
| Pihak Ketiga                                                                                                                                                      | 15                | 45,972,724           | 39,987,005           | 33,507,769                          |
| Utang Pajak                                                                                                                                                       | 16b               | 25,492,254           | 22,952,768           | 30,331,648                          |
| Beban Akrua                                                                                                                                                       | 17,34             | 40,362,780           | 42,733,854           | 35,460,883                          |
| Liabilitas Imbalan Kerja Jangka Pendek                                                                                                                            | 20                | 33,084,475           | 1,543,253            | 548,170                             |
| Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun:                                                                                                        |                   |                      |                      |                                     |
| Pinjaman Bank                                                                                                                                                     | 18                | 99,666,150           | 58,854,644           | 425,523,681                         |
| Liabilitas Sewa                                                                                                                                                   | 19                | 8,406,639            | 12,896,986           | 39,886,205                          |
| <b>Jumlah Liabilitas Jangka Pendek</b>                                                                                                                            |                   | <b>585,584,683</b>   | <b>426,655,105</b>   | <b>843,435,918</b>                  |
| <b>LIABILITAS JANGKA PANJANG</b>                                                                                                                                  |                   |                      |                      |                                     |
| Pinjaman Jangka Panjang, Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun:                                                                              |                   |                      |                      |                                     |
| Pinjaman Bank                                                                                                                                                     | 18                | 1,257,047,622        | 1,592,119,081        | 1,173,130,470                       |
| Liabilitas Sewa                                                                                                                                                   | 19                | 74,440,418           | 78,688,546           | 89,426,909                          |
| Liabilitas Pajak Tangguhan                                                                                                                                        | 16d               | 93,901,761           | 75,740,974           | 51,695,121                          |
| Liabilitas Imbalan Kerja Jangka Panjang                                                                                                                           | 20                | 62,316,439           | 50,513,004           | 52,480,936                          |
| Provisi Reklamasi dan Pasca Tambang                                                                                                                               | 21                | 51,041,268           | 48,070,694           | 46,116,223                          |
| <b>Jumlah Liabilitas Jangka Panjang</b>                                                                                                                           |                   | <b>1,538,747,508</b> | <b>1,845,132,299</b> | <b>1,412,849,659</b>                |
| <b>JUMLAH LIABILITAS</b>                                                                                                                                          |                   | <b>2,124,332,191</b> | <b>2,271,787,404</b> | <b>2,256,285,577</b>                |
| <b>EKUITAS</b>                                                                                                                                                    |                   |                      |                      |                                     |
| <b>Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk</b>                                                                                              |                   |                      |                      |                                     |
| 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 Per Lembar Saham | 22                | 993,253,434          | 993,253,434          | 993,253,434                         |
| Tambahan Modal Disetor                                                                                                                                            | 23                | 1,270,606,785        | 1,270,606,785        | 1,270,606,785                       |
| Saldo Laba                                                                                                                                                        |                   |                      |                      |                                     |
| Telah Ditentukan Penggunaannya                                                                                                                                    |                   | 1,072,924,769        | 1,023,526,136        | 1,007,899,600                       |
| Belum Ditentukan Penggunaannya                                                                                                                                    |                   | (187,394,811)        | (232,823,192)        | (263,900,952)                       |
| Penghasilan (Kerugian) Komprehensif Lain                                                                                                                          |                   | (62,460,297)         | (54,382,339)         | (60,920,937)                        |
| <b>Total Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk</b>                                                                                        |                   | <b>3,086,929,880</b> | <b>3,000,180,824</b> | <b>2,946,937,930</b>                |
| Kepentingan Non - Pengendali                                                                                                                                      | 25                | (13,546)             | (14,531)             | (16,137)                            |
| <b>Jumlah Ekuitas</b>                                                                                                                                             |                   | <b>3,086,916,334</b> | <b>3,000,166,293</b> | <b>2,946,921,793</b>                |
| <b>JUMLAH LIABILITAS DAN EKUITAS</b>                                                                                                                              |                   | <b>5,211,248,525</b> | <b>5,271,953,697</b> | <b>5,203,207,370</b>                |

\*) Disajikan kembali (Catatan 41)

|                                                                         |
|-------------------------------------------------------------------------|
| <b>LIABILITIES AND EQUITY</b>                                           |
| <b>LIABILITIES</b>                                                      |
| <b>CURRENT LIABILITIES</b>                                              |
| Trade Payables                                                          |
| Related Parties                                                         |
| Third Parties                                                           |
| Other Payables                                                          |
| Related Parties                                                         |
| Third Parties                                                           |
| Taxes Payable                                                           |
| Accrued Expenses                                                        |
| Short Term Employee Benefits Liabilities                                |
| Long Term Debt Maturity in One Year                                     |
| Bank Loans                                                              |
| Lease Liabilities                                                       |
| <b>Total Current Liabilities</b>                                        |
| <b>NON - CURRENT LIABILITIES</b>                                        |
| Long Term Debt - After Deducting The Portion that Matures in One Year   |
| Bank Loans                                                              |
| Lease Liabilities                                                       |
| Deferred Tax Liabilities                                                |
| Long Term Employee Benefit Liabilities                                  |
| Provision for Reclamation and Mine Clouser                              |
| <b>Total Non - Current Liabilities</b>                                  |
| <b>TOTAL LIABILITIES</b>                                                |
| <b>EQUITY</b>                                                           |
| <b>Equity Attributable to Equity Holders of the Parent Entity</b>       |
| 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)                                       |
| <b>Total Equity Attributable to Equity Holders of the Parent Entity</b> |
| Non - Controlling Interests                                             |
| <b>Total Equity</b>                                                     |
| <b>TOTAL LIABILITIES AND EQUITY</b>                                     |

\*) Restated (Note 41)

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 as a whole

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN KONSOLIDASIAN**  
Untuk Tahun-tahun yang Berakhir  
Pada Tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
CONSOLIDATED STATEMENTS OF  
PROFIT OR LOSS AND OTHER COMPREHENSIVE**  
For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                                      | Catatan/<br>Notes | 2022<br>Rp        | 2021 *)<br>Rp     |                                                       |
|------------------------------------------------------|-------------------|-------------------|-------------------|-------------------------------------------------------|
| <b>PENDAPATAN</b>                                    | 26                | 1,881,767,356     | 1,751,585,770     | <b>REVENUES</b>                                       |
| <b>BEBAN POKOK PENJUALAN</b>                         | 27                | (1,038,618,958)   | (975,520,058)     | <b>COST OF GOOD SOLD</b>                              |
| <b>LABA KOTOR</b>                                    |                   | 843,148,398       | 776,065,712       | <b>GROSS PROFIT</b>                                   |
| <b>BEBAN USAHA</b>                                   |                   |                   |                   | <b>OPERATING EXPENSES</b>                             |
| Beban Penjualan                                      | 28                | (327,596,323)     | (331,352,704)     | Selling Expenses                                      |
| Beban Umum dan Administrasi                          | 29                | (259,408,789)     | (237,082,953)     | General and Administrative Expenses                   |
| Pendapatan (Beban) Operasi Lainnya                   | 30                | 5,584,208         | 27,515,613        | Other Operating Income (Expenses)                     |
| <b>Jumlah Beban Usaha</b>                            |                   | (581,420,904)     | (540,920,044)     | <b>Total Operating Expenses</b>                       |
| <b>LABA USAHA</b>                                    |                   | 261,727,494       | 235,145,668       | <b>OPERATING PROFIT</b>                               |
| <b>PENDAPATAN (BEBAN) KEUANGAN</b>                   |                   |                   |                   | <b>FINANCIAL INCOME (EXPENSE)</b>                     |
| Pendapatan Keuangan                                  | 31                | 11,690,674        | 14,116,862        | Finance Income                                        |
| Beban Keuangan                                       | 32                | (158,151,124)     | (180,355,009)     | Finance Expenses                                      |
| <b>Jumlah Beban Keuangan</b>                         |                   | (146,460,450)     | (166,238,147)     | <b>Total Financial Income (Expenses)</b>              |
| <b>LABA SEBELUM PAJAK PENGHASILAN</b>                |                   | 115,267,044       | 68,907,521        | <b>PROFIT BEFORE INCOME TAX</b>                       |
| <b>BEBAN PAJAK PENGHASILAN</b>                       | 16c               | (20,439,155)      | (22,201,630)      | <b>INCOME TAX EXPENSE</b>                             |
| <b>LABA PERIODE BERJALAN</b>                         |                   | <b>94,827,889</b> | <b>46,705,891</b> | <b>PROFIT FOR THE PERIOD</b>                          |
| <b>PENGHASILAN KOMPREHENSIF LAIN</b>                 |                   |                   |                   | <b>OTHER COMPREHENSIVE INCOME</b>                     |
| Pos-pos yang Tidak Akan Direklasifikasi ke Laba Rugi |                   |                   |                   | Items That Will Not be Reclassified to Profit or Loss |
| Pengukuran Kembali Program Imbalan Pasti             |                   | (10,356,215)      | 8,382,832         | Remeasurement of Defined Benefit Program              |
| Pajak Penghasilan Terkait                            |                   | 2,278,367         | (1,844,223)       | Related Income Tax                                    |
| <b>Penghasilan (Kerugian) Komprehensif Lain</b>      |                   |                   |                   | <b>Total Others Comprehensive Income (Loss)</b>       |
| <b>Periode Berjalan Setelah Pajak</b>                |                   | (8,077,848)       | 6,538,609         | <b>for The Period After Tax</b>                       |
| <b>JUMLAH PENGHASILAN KOMPREHENSIF</b>               |                   |                   |                   | <b>TOTAL COMPREHENSIVE INCOME</b>                     |
| <b>PERIODE BERJALAN</b>                              |                   | 86,750,041        | 53,244,500        | <b>FOR THE PERIODE</b>                                |
| <b>LABA YANG DAPAT DIATRIBUSIKAN KEPADA</b>          |                   |                   |                   | <b>PROFIT ATTRIBUTABLE TO</b>                         |
| Pemilik Entitas Induk                                |                   | 94,827,014        | 46,704,296        | Equity Holders of Parent Entity                       |
| Kepentingan Non - Pengendali                         |                   | 875               | 1,595             | Non - Controlling Interests                           |
|                                                      |                   | <b>94,827,889</b> | <b>46,705,891</b> |                                                       |
| <b>JUMLAH PENGHASILAN KOMPREHENSIF</b>               |                   |                   |                   | <b>TOTAL COMPREHENSIVE INCOME</b>                     |
| <b>YANG DAPAT DIATRIBUSIKAN KEPADA</b>               |                   |                   |                   | <b>ATTRIBUTABLE TO</b>                                |
| Pemilik Entitas Induk                                |                   | 86,749,056        | 53,242,894        | Equity Holders of Parent Entity                       |
| Kepentingan Non - Pengendali                         |                   | 985               | 1,606             | Non - Controlling Interests                           |
|                                                      |                   | <b>86,750,041</b> | <b>53,244,500</b> |                                                       |
| <b>LABA PER SAHAM (Rupiah Penuh)</b>                 | 33                | <b>10</b>         | <b>5</b>          | <b>EARNING PER SHARE (Full Amount)</b>                |

\*) Disajikan kembali (Catatan 41)

\*) Restated (Note 41)

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 as a whole

**PT SEMEN BATURAJA Tbk**  
**DAN ENTITAS ANAK**  
**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN**  
Untuk Tahun-tahun yang Berakhir  
Pada Tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**AND SUBSIDIARY**  
**CONSOLIDATED STATEMENTS CHANGES IN OF EQUITY**  
For the Years Ended  
December 31, 2022 and 2021  
(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                                                                                             |                                                    |                                       | Pengaruh Komprehensif Lain/ Other Comprehensive Income |                                                                        |                                                              | Kepentingan Non - Pengendali/ Non - Controlling Interests |                             |                      | Jumlah Ekuitas/ Total Equity                          |
|                                                              | Modal Saham/ Share Capital                                                                                                | Tambahan Modal Disetor/ Additional Paid-in Capital | Telah Ditetapkan Penggunaan/ Approved | Belum Ditetapkan Penggunaan/ Unapproved                | Tidak Direklasifikasi ke Laba Rugi/ Not Reclassified to Profit or Loss | Direklasifikasi ke Laba Rugi/ Reclassified to Profit or Loss | Total/ Total                                              | Non - Controlling Interests | Total/ Total         |                                                       |
| Saldo pada tanggal 1 Januari 2021, sebelum disajikan kembali | 993,253,434                                                                                                               | 1,270,606,785                                      | 1,007,899,600                         | 195,420,159                                            | (59,326,386)                                                           | --                                                           | 3,407,853,592                                             | 35,016                      | 3,407,888,608        | Balance as at January 1, 2021, before restatement     |
| Dampak dari penyajian kembali                                | --                                                                                                                        | --                                                 | --                                    | (459,321,111)                                          | (1,594,551)                                                            | --                                                           | (460,915,662)                                             | (51,153)                    | (460,966,815)        | Impact from restatement                               |
| <b>Saldo Per 1 Januari 2021</b>                              | <b>993,253,434</b>                                                                                                        | <b>1,270,606,785</b>                               | <b>1,007,899,600</b>                  | <b>(263,900,952)</b>                                   | <b>(60,920,937)</b>                                                    | <b>--</b>                                                    | <b>2,946,937,930</b>                                      | <b>(16,137)</b>             | <b>2,946,921,793</b> | <b>Balance as of January 1, 2021 After Adjustment</b> |
| Laba Tahun Berjalan                                          | --                                                                                                                        | --                                                 | --                                    | 46,704,296                                             | --                                                                     | --                                                           | 46,704,296                                                | 1,595                       | 46,705,891           | Profit for the Year                                   |
| Pencadangan Saldo Laba                                       | --                                                                                                                        | --                                                 | 15,626,536                            | (15,626,536)                                           | --                                                                     | --                                                           | --                                                        | --                          | --                   | Appropriation of Retained Earnings                    |
| Penyesuaian Imbalan Kerja                                    | --                                                                                                                        | --                                                 | --                                    | --                                                     | --                                                                     | --                                                           | --                                                        | --                          | --                   | Adjustment of Defined Benefit                         |
| Pengukuran Kembali                                           | --                                                                                                                        | --                                                 | --                                    | --                                                     | --                                                                     | --                                                           | --                                                        | --                          | --                   | Remeasurement of Defined Benefit Program              |
| Program Imbalan Pasti                                        | --                                                                                                                        | --                                                 | --                                    | --                                                     | 6,538,598                                                              | --                                                           | 6,538,598                                                 | 11                          | 6,538,609            | Balance as of December 31, 2021 After Adjustment      |
| <b>Saldo Per 31 Desember 2021</b>                            | <b>993,253,434</b>                                                                                                        | <b>1,270,606,785</b>                               | <b>1,023,526,136</b>                  | <b>(232,823,192)</b>                                   | <b>(54,382,339)</b>                                                    | <b>--</b>                                                    | <b>3,000,180,824</b>                                      | <b>(14,531)</b>             | <b>3,000,166,293</b> |                                                       |
| Pencadangan Saldo Laba                                       | --                                                                                                                        | --                                                 | 49,398,633                            | (49,398,633)                                           | --                                                                     | --                                                           | --                                                        | --                          | --                   | Appropriation of Retained Earnings                    |
| Laba Periode Berjalan                                        | --                                                                                                                        | --                                                 | --                                    | 94,827,014                                             | --                                                                     | --                                                           | 94,827,014                                                | 875                         | 94,827,889           | Profit for the Period                                 |
| Pengukuran Kembali                                           | --                                                                                                                        | --                                                 | --                                    | --                                                     | --                                                                     | --                                                           | --                                                        | --                          | --                   | Remeasurement of Defined Benefit Program              |
| Program Imbalan Pasti                                        | --                                                                                                                        | --                                                 | --                                    | --                                                     | (8,077,958)                                                            | --                                                           | (8,077,958)                                               | 110                         | (8,077,848)          | Balance as of December 31, 2022                       |
| <b>Saldo Per 31 Desember 2022</b>                            | <b>993,253,434</b>                                                                                                        | <b>1,270,606,785</b>                               | <b>1,072,924,769</b>                  | <b>(187,394,811)</b>                                   | <b>(62,460,297)</b>                                                    | <b>--</b>                                                    | <b>3,086,929,880</b>                                      | <b>(13,546)</b>             | <b>3,086,916,334</b> |                                                       |

Catatan lampiran merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements as a whole

**PT SEMEN BATURAJA Tbk**  
**DAN ENTITAS ANAK**  
**LAPORAN ARUS KAS KONSOLIDASIAN**  
 Untuk Tahun-tahun yang Berakhir  
 Pada Tanggal 31 Desember 2022 dan 2021  
 (Disajikan dalam ribuan Rupiah,  
 kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**AND SUBSIDIARY**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
 For the Years Ended  
 December 31, 2022 and 2021  
 (Expressed in thousand Rupiah,  
 unless otherwise stated)

|                                                                             | Catatan/<br>Notes | 2022<br>Rp           | 2021 *)<br>Rp       |                                                                              |
|-----------------------------------------------------------------------------|-------------------|----------------------|---------------------|------------------------------------------------------------------------------|
| <b>ARUS KAS DARI</b>                                                        |                   |                      |                     | <b>CASH FLOWS FROM</b>                                                       |
| <b>AKTIVITAS OPERASI</b>                                                    |                   |                      |                     | <b>OPERATING ACTIVITIES</b>                                                  |
| Penerimaan Kas dari Pelanggan                                               |                   | 2.170.839.131        | 1.932.631.565       | Receipt from Customers                                                       |
| Pembayaran Kas kepada Pemasok                                               |                   | (1.453.627.596)      | (1.440.434.511)     | Payments to Suppliers                                                        |
| Pembayaran Kas kepada Karyawan                                              |                   | (166.581.593)        | (169.493.224)       | Payments to Employees                                                        |
| Pembayaran Bunga Pinjaman Bank                                              | 37                | (152.107.552)        | (150.560.701)       | Payment of Interest Bank Loan                                                |
| Pembayaran Bunga <i>Medium Term Note</i>                                    | 37                | --                   | (9.000.000)         | Payment of Medium Term Note Loan Interest                                    |
| Pembayaran Bunga Keuangan                                                   |                   | (551.478)            | (4.794.270)         | Payment of Finance Interest                                                  |
| Penerimaan Bunga                                                            |                   | 11.830.539           | 13.846.062          | Interest Income Receipt                                                      |
| Penerimaan Restitusi Pajak                                                  |                   | 1.921.768            | --                  | Receipt from Tax Refunds                                                     |
| Pembayaran Pajak Penghasilan                                                |                   | (526.292)            | (628.550)           | Payment Corporate of Income Tax                                              |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Operasi</b>                     |                   | <b>411.196.927</b>   | <b>171.566.369</b>  | <b>Net Cash Flows Provided by Operating Activities</b>                       |
| <b>ARUS KAS DARI</b>                                                        |                   |                      |                     | <b>CASH FLOWS FROM</b>                                                       |
| <b>AKTIVITAS INVESTASI</b>                                                  |                   |                      |                     | <b>INVESTING ACTIVITIES</b>                                                  |
| Pembelian Aset Tetap                                                        | 11,37             | (20.047.948)         | (28.009.181)        | Acquisition of Fixed Assets                                                  |
| Penjualan Aset Tetap                                                        | 11,37             | 146.632              | 303.866             | Sales of Fixed Assets                                                        |
| Pembelian Aset Takberwujud                                                  | 12,37             | (4.432.977)          | (485.600)           | Purchase of Intangible Assets                                                |
| Aset Dalam Pembangunan                                                      | 11,37             | (28.312.064)         | (4.655.834)         | Construction in Progress                                                     |
| Pembelian Lahan untuk Pengembangan                                          | 13                | --                   | (6.688.563)         | Acquisition of Land for Development                                          |
| <b>Arus Kas Bersih Digunakan untuk Aktivitas Investasi</b>                  |                   | <b>(52.646.357)</b>  | <b>(39.535.312)</b> | <b>Net Cash Flows Used in Investing Activities</b>                           |
| <b>ARUS KAS DARI</b>                                                        |                   |                      |                     | <b>CASH FLOWS FROM</b>                                                       |
| <b>AKTIVITAS PENDANAAN</b>                                                  |                   |                      |                     | <b>FINANCING ACTIVITIES</b>                                                  |
| Penerimaan Pinjaman Bank                                                    | 18,37             | --                   | 497.627.148         | Receipt of Bank Loan                                                         |
| Pembayaran Pokok Pinjaman Bank                                              | 18,37             | (296.892.033)        | (41.394.229)        | Payment of Bank Loan                                                         |
| Pembayaran Pokok Liabilitas Sewa                                            | 19,37             | (13.208.308)         | (33.675.693)        | Payment of Lease Liabilities Principal                                       |
| Pembayaran Bunga Liabilitas Sewa                                            | 37                | (10.270.736)         | (8.149.976)         | Payment of Lease Liabilities Interest                                        |
| Pembayaran Pokok <i>Medium Term Note</i>                                    | 18,37             | --                   | (400.000.000)       | Payment of Medium Term Note Loan Principal                                   |
| <b>Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan</b> |                   | <b>(320.371.077)</b> | <b>14.407.250</b>   | <b>Net Cash Flows Provided by (Used in) Financing Activities</b>             |
| <b>KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS</b>                       |                   | <b>38.179.493</b>    | <b>146.438.307</b>  | <b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>                  |
| <b>PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS</b>          |                   | <b>34.830</b>        | <b>(281.463)</b>    | <b>EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b> |
| <b>KAS DAN SETARA KAS PADA AWAL PERIODE</b>                                 |                   | <b>484.703.777</b>   | <b>338.546.933</b>  | <b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD</b>              |
| <b>KAS DAN SETARA KAS PADA AKHIR PERIODE</b>                                |                   | <b>522.918.099</b>   | <b>484.703.777</b>  | <b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>                    |
| <b>Komponen Kas dan Setara Kas Terdiri dari</b>                             |                   |                      |                     | <b>Components Cash and Cash Equivalents are as Follows</b>                   |
| Kas                                                                         |                   | 39.318               | 28.765              | Cash                                                                         |
| Bank                                                                        |                   | 77.878.781           | 74.675.012          | Bank                                                                         |
| Deposito Berjangka dan <i>Call Deposits</i>                                 |                   | 445.000.000          | 410.000.000         | Time and Call Deposits                                                       |
| <b>Total</b>                                                                |                   | <b>522.918.099</b>   | <b>484.703.777</b>  | <b>Total</b>                                                                 |

Tambahan informasi aktivitas yang tidak mempengaruhi arus kas disajikan pada Catatan 37. *Additional information of non cash activities is presented in Note 37.*

\*) Disajikan kembali (Catatan 41)

\*) Restated (Note 41)

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 as a whole*



**1. Umum**

**a. Legalitas Pendirian Perusahaan**

PT Semen Baturaja Tbk ("Perusahaan") didirikan berdasarkan Akta Notaris Jony Frederik Berthold Tumbelaka Sinjal, Notaris di Jakarta, No. 34 tanggal 14 November 1974, yang diubah dengan Akta Notaris No. 49 tanggal 21 November 1974 oleh Notaris yang sama. Akta-akta ini telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan 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 Notaris Fathiah Helmi, S.H., Notaris di Jakarta, No. 68 tanggal 25 Juni 2021 mengenai perubahan nomenklatur jabatan anggota Direksi Perusahaan serta pengangkatan Komisaris Independen Perusahaan 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.

Berdasarkan Akta Perjanjiaan Pengalihan Saham Tanggal 19 Desember 2022 No. 15 dibuat dihadapan dengan Akta Notaris Aulia Taufani, S.H., di Jakarta Selatan. Pemerintah Negara Republik Indonesia selaku pemegang saham PT Semen Baturaja (Persero) Tbk, mengalihkan seluruh saham seri B dengan jumlah saham sebanyak 7.499.999 lembar senilai Rp2.848.672.233.000 pada PT Semen Indonesia (Persero) Tbk.

Entitas induk langsung Perusahaan adalah PT Semen Indonesia (Persero) Tbk dan entitas induk akhir Perusahaan adalah Pemerintah Republik Indonesia

**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.

**1. General**

**a. Company's Establishment Legality**

*PT Semen Baturaja Tbk ("the Company") was established by Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal No. 34, Notary in Jakarta, dated November 14, 1974, amended by Notarial Deed No. 49 dated November 21, 1974 by the same Notary. 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, No. 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.*

*Based on the Deed of Share Transfer Agreement dated 19 December 2022 No. 15 made before Notary Aulia Taufani, S.H. in South Jakarta. The Government of Republic Indonesia as the shareholder of PT Semen Baturaja (Persero) Tbk, transferred all B series shares with a total of 7,499,999 shares valued at Rp2,848,672,233,000 to PT Semen Indonesia (Persero) Tbk.*

*The Company's immediate parent is PT Semen Indonesia (Persero) Tbk and ultimate parent is Government of Republic Indonesia.*

**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.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Pada tanggal 28 Desember 2013 Perusahaan 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.

On December 28, 2013 the Company 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.

**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 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 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-195/MBU/03/2022 pada Rapat Umum Pemegang Saham (RUPS) pada tanggal 25 Maret 2022 dan 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 2022 dan 2021 adalah sebagai berikut:

**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 9<sup>th</sup> 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-195/MBU/03/2022 in the General Meeting of Shareholders (GMS) on March 25, 2022 and 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, 2022 and 2021 are as follows:

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**2022 dan 2021/ 2022 and 2021**

**Dewan Komisaris**

Komisaris Utama  
Komisaris  
Komisaris Independen  
Komisaris Independen

Franciscus M.A. Sibarani  
Oke Nurwan  
Darusman Mawardi  
Chowadja Sanova

**Board of Commissioners**

President Commissioner  
Commissioner  
Independent Commissioner  
Independent Commissioner

Berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-195/MBU/03/2022 pada Rapat Umum Pemegang Saham (RUPS) pada tanggal 25 Maret 2022 dan SR-324/MBU/05/2019 pada Rapat Umum Pemegang Saham (RUPS) pada tanggal 13 Agustus 2020 komposisi Dewan Direksi mengalami perubahan. Susunan Direksi Perusahaan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Based on the Letter of Minister of State-Owned Enterprises Number: SR-195/MBU/03/2022 in the General Meeting of Shareholders (GMS) on March 25, 2022 and SR-324/MBU/05/2019 in the General Meeting of Shareholders (GMS) on August 13, 2020, the composition of the Board of Directors has changed. Directors of the Company as of December 31, 2022 and 2021, are as follows:

|                                        | <b>2022</b>              | <b>2021</b>           |                                              |
|----------------------------------------|--------------------------|-----------------------|----------------------------------------------|
| <b>Direksi</b>                         |                          |                       | <b>Directors</b>                             |
| Direktur Utama                         | Daconi Khotob            | Jobi Triananda Hasjim | President Director                           |
| Direktur Keuangan dan Manajemen Risiko | Tubagus Muhammad Dharury | M. Jamil              | Finance and Risk Management Director         |
| Direktur Produksi dan Pengembangan     | Suherman Yahya           | Daconi Khotob         | Production and Development Director          |
| Direktur Umum dan SDM                  | Gatot Mardiana           | Amrullah              | General Affairs and Human Resources Director |
| Direktur Pemasaran                     | Mukhamad Saifudin        | Mukhamad Saifudin     | Marketing Director                           |

Berdasarkan Surat Keputusan Dewan Komisaris No. SK-01/DK-SB/II/2021 tanggal 29 Januari 2021, komposisi Komite Audit mengalami perubahan. Susunan Komite Audit Perusahaan per tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Based on the Decision Letter of Commissioners No. SK-01/DK-SB/II/2021 dated January 29, 2021, the Board of Audit Committee have been change. Board of Audit Committee of the Company as December 31, 2022 and 2021 are as follows:

**2022 dan 2021/ 2022 and 2021**

**Komite Audit**

Ketua  
Anggota  
Anggota

Darusman Mawardi  
Mansyursyah Nasution  
Muhammad Imran

**Audit Committee**

Chairman  
Member  
Member

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan mempunyai masing-masing 897 dan 912 karyawan. Jumlah biaya karyawan Perusahaan yang berakhir pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp243.735.627 dan Rp237.701.542.

As of December 31, 2022 and 2021 the Company had 897 and 912 employees. Total employees costs for the year ended December 31, 2022 and 2021 amounted to Rp243,735,627 and Rp237,701,542.

Total gaji dan kompensasi manajemen kunci, yang mencakup direktur dan komisaris Perusahaan untuk tahun-tahun yang berakhir pada 31 Desember 2022 dan 2021 masing-masing sebesar Rp34.768.848 dan Rp25.435.601.

Total salaries and compensation of key management, which includes directors and commissioners of the Company for the years ended December 31, 2022 and 2021 amounted to Rp34,768,848 and Rp25,435,601, respectively.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

- 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/<br>Subsidiary | Domisili/<br>Domicile | Jenis Usaha/<br>Nature of Business                                                                                                                   | Persentase Kepemilikan/<br>Ownership Percentage |                                        | Dimulainya<br>Kegiatan<br>Komersial/ Start<br>of Commercial | Jumlah Aset Sebelum Eliminasi/<br>Total Assets Before Eliminations |                                        |
|-----------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                             |                       |                                                                                                                                                      | 31 Desember 2022/<br>December 31, 2022          | 31 Desember 2021/<br>December 31, 2021 |                                                             | 31 Desember 2022/<br>December 31, 2022                             | 31 Desember 2021/<br>December 31, 2021 |
| PT Baturaja Multi Usaha     | Palembang             | Perdagangan,<br>Pembangunan,<br>Perindustrian,<br>Pengangkutan Darat &<br>Jasa / Trading,<br>Construction, Industry,<br>Transportation &<br>Services | 99,94%                                          | 99,94%                                 | 2016                                                        | 161,286,117                                                        | 164,211,688                            |

Pada tanggal 24 Februari 2016, berdasarkan Akta Notaris No.49, dari Akhmad Habriand, S.H., M.H., Perusahaan mendirikan PT Baturaja Multi Usaha. Akta ini telah 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, of Akhmad Habriand, S.H., M.H., the Company established PT Baturaja Multi Usaha. The Deed has been approved by the Minister of Law and Humans Rights of the Republic of Indonesia in a Decree No.AHU-0010830.AH.01.01 dated February 26, 2016.

Anggaran dasar Entitas Anak mengalami beberapa perubahan, terakhir berdasarkan Akta Notaris No. 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 Notarial 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 Decree 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).



**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.

**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 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.

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

**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.

**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, 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.

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.



**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.

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;

**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 or 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.*

*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;*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

- 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;
- 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

- 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;*
- j) *Reclassify amounts recognized in other comprehensive income relating to subsidiaries to profit or loss, or transfer them directly to retained earnings, if this is required by other SAKs; and*
- 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

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

tersebut beroperasi (mata uang fungsional). Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

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. 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.

**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.

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.

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.

Kurs yang digunakan pada tanggal laporan posisi keuangan konsolidasian, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut (dalam Rupiah penuh):

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):

|           | 2022<br>Rp | 2021<br>Rp | Foreign currency |
|-----------|------------|------------|------------------|
| Mata Uang |            |            |                  |
| 1 USD     | 15,731     | 14,269     | 1 USD            |
| 1 EUR     | 16,713     | 16,127     | 1 EUR            |

**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:
- Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
  - Memiliki pengaruh signifikan atas entitas pelapor; atau
  - Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

**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:
- Has control or joint control over the reporting entity;
  - Has significant influence over the reporting entity; or
  - Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

- (b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
- 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);
  - 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);
  - Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
  - Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
  - 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;
  - Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
  - Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas); atau
  - Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor 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.

- (b) An entity is related to a reporting entity if any of the following conditions applies:
- 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);
  - 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);
  - Both entities are joint ventures of the same third party;
  - One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
  - 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;
  - The entity is controlled or jointly controlled by a person identified in (a);
  - 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); or
  - 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.



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.

**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.

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.

**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 (FVTOCI) and financial assets measured at fair value through profit or loss (FVTPL). Management determines the classification of financial assets at initial recognition.



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.

(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

*Financial assets are classified into these categories based on 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 (SPPI) 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.*

(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*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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 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.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

2. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) 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 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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**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 aset atau liabilitas dengan dasar yang berbeda beda; atau

**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) 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 gains and losses on them on different bases; or

- 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.

- 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 Grup'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.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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

*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-months 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*



instrumen keuangan dianggap rendah ketika 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.

*be considered be low if there is a low risk of 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.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

*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.*

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 hierarki 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).

*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).*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 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 hierarki 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.

*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 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.*



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 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. Estimasi masa manfaat ekonomis aset yang bersangkutan sebagai berikut:

|                            | <b>Masa Manfaat/Usefulness</b> |                                      |
|----------------------------|--------------------------------|--------------------------------------|
| Bangunan dan Infrastruktur | 15-50 tahun / years            | <i>Buildings and Infrastructures</i> |
| Mesin                      | 2-50 tahun / years             | <i>Machinery</i>                     |
| Peralatan Berat            | 4-30 tahun / years             | <i>Heavy Equipments</i>              |
| Kendaraan                  | 4-8 tahun / years              | <i>Vehicles</i>                      |
| Peralatan Kantor           | 2-8 tahun / years              | <i>Office Equipments</i>             |

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.

*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 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. 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.*



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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.

Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat penghentian penggunaannya karena tidak terdapat lagi manfaat ekonomis 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

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

*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.*

*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*

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.

*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.*

#### **k. Aset Takberwujud**

Aset takberwujud diakui jika kemungkinan besar Grup akan memperoleh manfaat ekonomis masa depan dari aset takberwujud tersebut dan biaya perolehan aset tersebut dapat diukur secara andal.

#### **k. Intangible Assets**

*Intangible assets are recognized when it is probable that the Group will obtain future economic benefits from the intangible asset and the cost of the asset can be measured reliably.*

Aset takberwujud dicatat berdasarkan biaya perolehan dikurangi akumulasi amortisasi dan rugi penurunan nilai, apabila ada. Aset takberwujud diamortisasi selama estimasi masa manfaatnya. Grup mengestimasi nilai yang dapat diperoleh kembali dari aset takberwujud. Apabila nilai tercatat aset takberwujud melebihi estimasi nilai yang dapat diperoleh kembali, maka nilai tercatat aset tersebut diturunkan menjadi sebesar estimasi jumlah terpulihkan.

*Intangible assets are recorded at cost less accumulated amortization and impairment losses, if any. Intangible assets are amortized over their estimated useful lives. The Group estimates the recoverable value of the intangible assets. If the carrying amount of an intangible asset exceeds the estimated recoverable amount, the carrying amount of the asset is reduced to the estimated recoverable amount.*

Aset takberwujud dibawah ini diamortisasi dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat aset takberwujud sebagai berikut:

*The intangible assets below are amortized using the straight-line method based on the estimated useful lives of the intangible assets as follows:*

|                                     | <b>Masa Manfaat/Usefulness</b> |                               |
|-------------------------------------|--------------------------------|-------------------------------|
| Lisensi dan Piranti Perangkat Lunak | 3-5 tahun / years              | License and Computer Software |
| Aset takberwujud lainnya            | 2-5 tahun / years              | Other Intangible Assets       |
| Hak Atas Tanah                      | 20-30 tahun / years            | Landrights                    |

Tanah pertambangan didepleksi dengan menggunakan metode unit produksi berdasarkan estimasi cadangan.

*Mining properties are depleted using the unit of production method based on estimated reserves.*

Aset takberwujud dihentikan pengakuannya ketika aset tersebut dilepaskan atau ketika tidak terdapat lagi manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasan aset tersebut. Selisih dalam laporan antara nilai tercatat aset dengan hasil neto yang diterima dari pelepasannya diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

*Intangible assets are derecognized when the asset is disposed of or when no future economic benefits are expected from the use or disposal of the asset. The difference in the statement between the carrying amount of the asset and the net proceeds received from its disposal is recognized in the consolidated statements of profit or loss and other comprehensive income.*

**l. 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.o.

**m. 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.

**l. 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. Otherwise, such expenditure is classified as a cost of production.*

*Identified 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 described above.*

*Mining Properties are tested for impairment in accordance with the accounting policy in Note 2.o.*

**m. 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.*

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.

*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 fulfilled.*

*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.*



**n. 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.

**o. 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.

**n. 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 includes 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 land/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.*

**o. 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.*



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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.

**p. 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.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

*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.*

**p. 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.*

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

*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*

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.

**q. 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 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.

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.*

**q. 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 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.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) menerbitkan siaran pers dan mengklarifikasi pengatribusian imbalan pada periode jasa untuk program pensiun berbasis Undang-Undang Ketenagakerjaan atau Undang-Undang Cipta Kerja beserta peraturan pelaksanaan (UU Ketenagakerjaan).

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.

**r. 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.

*In April 2022, the Indonesian Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (DSAK-IAI) has issued a press release and clarified the attribution of benefit to the periods of service for the pension program under the Manpower Act or the Job Creation Law and its implementing regulations (Manpower Act).*

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.*

**r. 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.*



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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.

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.

**s. 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

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

*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.*

*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.*

**s. 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*



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 diteruskannya 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 sebesar jumlah yang diharapkan berhak diterima atas diteruskannya 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 marjin.
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.

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 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 based on 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.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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;
- 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

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;
- 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

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.

**t. 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.

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 kualifikasian agar dapat digunakan atau dijual sesuai dengan intensinya secara substansial telah selesai.

**u. Biaya Emisi Saham**

Biaya emisi saham dicatat sebagai pengurang modal disetor dan disajikan sebagai bagian dari ekuitas dalam akun Tambahan Modal Disetor.

**v. 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.

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.

**t. 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.

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.

**u. 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.

**v. 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.

**w. 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.

**x. 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:

- 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 ekonomis 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.

**w. 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.

**x. 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:

- 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.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 liabilitas sewa pada tanggal dimulainya sewa. Aset hak-guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas 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.

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.

Liabilitas 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 Grup. Umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai suku bunga diskonto.

Setelah pengakuan awal liabilitas sewa diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Liabilitas 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.

*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.*

*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 Group incremental borrowing rate. Generally, Group 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.*



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Ketika liabilitas 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.

**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.

*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.*

**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. Sumber Ketidakpastian Estimasi, Asumsi, dan Pertimbangan Akuntansi yang Kritis**

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:

**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:*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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.

Nilai tercatat aset tetap disajikan pada Catatan 11.

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 aset keuangan telah diukur sejumlah sepanjang umur kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit meningkat secara signifikan sejak pengakuan awal. *Expected Credit Loss* pada aset 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.

Instrumen keuangan dihapuskan ketika terdapat informasi yang mengindikasikan bahwa pelanggan dalam kesulitan keuangan yang buruk dan tidak ada prospek pemulihan yang realistis. Nilai tercatat aset keuangan disajikan pada Catatan 38.

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. Estimasi manajemen diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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.

The carrying amount of fixed asset presented in Note 11.

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 assets 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 assets 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.

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. The carrying amount of financial assets presented in Note 38.

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.

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.

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.

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.

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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**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.

**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 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.

**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.

**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 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.

**4. Kas dan Setara Kas**

|                    | 2022<br>Rp         | 2021<br>Rp         |
|--------------------|--------------------|--------------------|
| Kas                | 39,318             | 28,765             |
| Kas di Bank        | 77,878,781         | 74,675,012         |
| Deposito Berjangka | 445,000,000        | 410,000,000        |
| <b>Jumlah</b>      | <b>522,918,099</b> | <b>484,703,777</b> |

Cash on Hand  
Cash in Banks  
Time Deposits  
**Total**

**a. Kas**

|        | 2022<br>Rp | 2021<br>Rp |
|--------|------------|------------|
| Rupiah | 39,318     | 28,765     |

**4. Cash and Cash Equivalents**

**a. Cash on Hand**

Rupiah



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**  
Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**  
For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**b. Kas di Bank**

|                                                                    | 2022<br>Rp        | 2021<br>Rp        |
|--------------------------------------------------------------------|-------------------|-------------------|
| <b>Pihak Berelasi (Catatan 34a)</b>                                | 72,574,043        | 61,023,605        |
| <b>Pihak Ketiga</b>                                                |                   |                   |
| <u>Rupiah</u>                                                      |                   |                   |
| PT Bank Central Asia Tbk                                           | 4,218,333         | 1,436,037         |
| PT Bank Mega Syariah                                               | 721,670           | 5,907,566         |
| PT Bank Pembangunan Daerah<br>Jawa Barat dan Banten Tbk            | 218,542           | 216,920           |
| PT Bank Pembangunan Daerah<br>Sumatera Selatan dan Bangka Belitung | 25,939            | 26,119            |
| PT Bank Permata Tbk Unit Usaha Syariah                             | 32,043            | 5,984,859         |
| <u>USD</u>                                                         |                   |                   |
| PT Bank Permata Tbk Unit Usaha Syariah                             | 88,211            | 79,906            |
| <b>Jumlah</b>                                                      | <b>77,878,781</b> | <b>74,675,012</b> |

**b. Cash in Bank**

|                                                                    |
|--------------------------------------------------------------------|
| <b>Related Parties (Note 34a)</b>                                  |
| <b>Third Parties</b>                                               |
| <u>Rupiah</u>                                                      |
| PT Bank Central Asia Tbk                                           |
| PT Bank Mega Syariah                                               |
| PT Bank Pembangunan Daerah<br>Jawa Barat dan Banten Tbk            |
| PT Bank Pembangunan Daerah<br>Sumatera Selatan dan Bangka Belitung |
| PT Bank Permata Tbk Sharia Business Unit                           |
| <u>USD</u>                                                         |
| PT Bank Permata Tbk Sharia Business Unit                           |
| <b>Total</b>                                                       |

**c. Deposito Berjangka**

|                                                                    | 2022<br>Rp         | 2021<br>Rp         |
|--------------------------------------------------------------------|--------------------|--------------------|
| <b>Pihak Berelasi (Catatan 34b)</b>                                | 440,000,000        | 225,000,000        |
| <b>Pihak Ketiga</b>                                                |                    |                    |
| <u>Rupiah</u>                                                      |                    |                    |
| PT Bank Pembangunan Daerah<br>Sumatera Selatan dan Bangka Belitung | 5,000,000          | 70,000,000         |
| PT Bank Permata Tbk -<br>Unit Usaha Syariah                        | --                 | 10,000,000         |
| PT Bank Mega Syariah                                               | --                 | 105,000,000        |
| <b>Jumlah</b>                                                      | <b>445,000,000</b> | <b>410,000,000</b> |

**c. Time Deposits**

|                                                                    |
|--------------------------------------------------------------------|
| <b>Related Parties (Note 34b)</b>                                  |
| <b>Third Parties</b>                                               |
| <u>Rupiah</u>                                                      |
| PT Bank Pembangunan Daerah<br>Sumatera Selatan dan Bangka Belitung |
| PT Bank Permata Tbk -<br>Sharia Business Unit                      |
| PT Bank Mega Syariah                                               |
| <b>Jumlah</b>                                                      |

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:

|              | 2022<br>%                                | 2021<br>%                                |                 |
|--------------|------------------------------------------|------------------------------------------|-----------------|
| Rupiah       | 2.5% - 5.25%                             | 2.7% - 5%                                | Rupiah          |
| Jangka waktu | 1 bulan - 3 bulan/<br>1 month - 3 months | 1 bulan - 3 bulan/<br>1 month - 3 months | Maturity period |

**5. Piutang Usaha**

Saldo piutang usaha dari pihak ketiga merupakan tagihan atas penjualan semen kepada para distributor semen:

**5. Trade Receivables**

Balance of trade receivable from third parties presents receivable for sales to distributors:

|                                     | 2022<br>Rp         | 2021<br>Rp         |                                   |
|-------------------------------------|--------------------|--------------------|-----------------------------------|
| <b>Pihak Berelasi (Catatan 34c)</b> | 8,417,530          | 16,445,777         | <b>Related Parties (Note 34c)</b> |
| Cadangan Kerugian Penurunan Nilai   | --                 | --                 | Allowance for Impairment Losses   |
| <b>Subtotal</b>                     | <b>8,417,530</b>   | <b>16,445,777</b>  | <b>Subtotal</b>                   |
| <b>Pihak Ketiga</b>                 | 554,000,711        | 515,758,778        | <b>Third Parties</b>              |
| Cadangan Kerugian Penurunan Nilai   | (341,371,806)      | (349,996,390)      | Allowance for Impairment Losses   |
| <b>Subtotal</b>                     | <b>212,628,905</b> | <b>165,762,388</b> | <b>Subtotal</b>                   |
| <b>Jumlah</b>                       | <b>221,046,435</b> | <b>182,208,165</b> | <b>Total</b>                      |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Proses pengangkatan distributor menggunakan sistem penilaian internal untuk menilai potensi distributor. Grup melakukan evaluasi terhadap kinerja distributor yang dilakukan setiap tahun.

*The distributors appointment process uses an internal assessment system to assess the potential distributor. The Group evaluates distributors performance annually.*

Pada tanggal 31 Desember 2022 dan 2021, 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 Grup mendapatkan kepastian pelunasan piutang usaha pada saat jatuh tempo (Catatan 35).

*As of December 31, 2022 and 2021, 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 Group would have gained the assurance of receivable payment on the due date (Note 35).*

Pada tanggal 31 Desember 2021 jumlah fasilitas pembiayaan untuk pelunasan faktur penjualan adalah masing-masing sebesar Rp28.779.000.

*As of December 31, 2021 the total financing facilities for settlement of sales invoices amounted to Rp28,779,000, respectively.*

Rincian piutang yang melebihi 5% dari jumlah piutang usaha untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

*Details of receivables who supplied more than 5% of trade receivables for the year ended December 31, 2022 and 2021 are as follows:*

|                                  | 2022               |               |
|----------------------------------|--------------------|---------------|
|                                  | Rp                 | %             |
| PT Maju Mix Bersama Abadi        | 118,631,327        | 21.09%        |
| PT Kapuas Musi Madelyn           | 75,075,736         | 13.35%        |
| PT Matra Agung Persada           | 70,052,335         | 12.46%        |
| PT Zaza Anugerah Mandiri Perkasa | 35,542,492         | 6.32%         |
| <b>Jumlah</b>                    | <b>299,301,890</b> | <b>53.22%</b> |

*PT Maju Mix Bersama Abadi  
PT Kapuas Musi Madelyn  
PT Matra Agung Persada  
PT Zaza Anugerah Mandiri Perkasa  
**Total***

|                                  | 2021               |               |
|----------------------------------|--------------------|---------------|
|                                  | Rp                 | %             |
| PT Maju Mix Bersama Abadi        | 121,883,731        | 22.90%        |
| PT Kapuas Musi Madelyn           | 75,226,324         | 14.13%        |
| PT Matra Agung Persada           | 64,744,152         | 12.17%        |
| PT Zaza Anugerah Mandiri Perkasa | 35,842,774         | 6.73%         |
| <b>Jumlah</b>                    | <b>297,696,981</b> | <b>55.94%</b> |

*PT Maju Mix Bersama Abadi  
PT Kapuas Musi Madelyn  
PT Matra Agung Persada  
PT Zaza Anugerah Mandiri Perkasa  
**Total***

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Umur piutang usaha berdasarkan jatuh tempo adalah sebagai berikut:

*The aging of trade receivables based on due date is as follows:*

|                                   | 2022<br>Rp         | 2021<br>Rp         |                                 |
|-----------------------------------|--------------------|--------------------|---------------------------------|
| Lancar                            | 69,236,541         | 58,726,386         | Current                         |
| 1- 45 Hari                        | 12,217,914         | 30,570,009         | 1-45 Days                       |
| 46 - 135 Hari                     | 7,418,200          | 21,637,711         | 46-135 Days                     |
| 135 - 365 Hari                    | 62,795,343         | 90,774,465         | 136-365 Days                    |
| > 365 Hari                        | 410,750,243        | 330,495,984        | >365 Days                       |
| <b>Subjumlah</b>                  | <b>562,418,241</b> | <b>532,204,555</b> | <b>Subtotal</b>                 |
| Cadangan Kerugian Penurunan Nilai | (341,371,806)      | (349,996,390)      | Allowance for Impairment Losses |
| <b>Jumlah</b>                     | <b>221,046,435</b> | <b>182,208,165</b> | <b>Total</b>                    |

Mutasi penyisihan penurunan nilai piutang adalah sebagai berikut:

*The movement of allowance for impairment losses of receivables are as follows:*

|                                                               | 2022<br>Rp           | 2021<br>Rp           |                                                        |
|---------------------------------------------------------------|----------------------|----------------------|--------------------------------------------------------|
| Saldo Awal Tahun                                              | (349,996,390)        | (367,276,862)        | Beginning of Year                                      |
| (Penambahan) Pemulihan Cadangan<br>Piutang Usaha tak Tertagih | 8,624,584            | 17,280,472           | (Addition) Recovery Allowance<br>for Doubtful Accounts |
| <b>Saldo Akhir</b>                                            | <b>(341,371,806)</b> | <b>(349,996,390)</b> | <b>Ending Balance</b>                                  |

Pada tanggal 31 Desember 2022 dan 2021, dalam melakukan perhitungan cadangan kerugian penurunan nilai piutang, Grup memperhitungkan jaminan pelanggan sebagai pengurang cadangan kerugian penurunan nilai piutang sebesar Rp185.046.615 dan Rp184.230.795.

*As of December 31, 2022 and 2021, in calculating the allowance for impairment losses of trade receivables, the Group takes into account the customer guarantee as a deduction of allowance for impairment losses of trade receivables amounting to Rp185,046,615 and Rp184,230,795.*

Dalam menentukan pemulihan piutang usaha, Grup mempertimbangkan setiap perubahan dalam kualitas kredit dari piutang usaha dari tanggal awal kredit diberikan sampai dengan akhir periode pelaporan.

*In determining the recoverability of a trade receivables, the Group considers any changes in the credit quality of trade receivables from the date credit was initially granted up to the end of reporting period.*

Piutang usaha yang diungkapkan di atas termasuk jumlah yang telah lewat jatuh tempo pada akhir periode pelaporan dimana Grup telah mengakui cadangan kerugian penurunan nilai piutang karena belum ada perubahan kualitas kredit dan jumlah piutang masih dapat dipulihkan.

*Trade receivables disclosed above include amount that are past due at the end of the reporting period for which the Group 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.*

Pada akhir periode pelaporan, manajemen Grup berkeyakinan bahwa penyisihan penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

*At end of reporting period, the management of the Group believes that the allowance for impairment is adequate to cover possible losses from uncollectible receivables.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**6. Piutang Lain-lain**

Saldo piutang lain-lain merupakan tagihan atas kompensasi pemanfaatan limbah B3:

|                                     | 2022<br>Rp       | 2021<br>Rp     |
|-------------------------------------|------------------|----------------|
| <b>Pihak Berelasi (Catatan 34d)</b> | 2,841,773        | --             |
| Cadangan Kerugian Penurunan Nilai   | --               | --             |
| <b>Subtotal</b>                     | 2,841,773        | --             |
| <b>Pihak Ketiga</b>                 | 6,823,368        | 1,606,223      |
| Cadangan Kerugian Penurunan Nilai   | (6,474,855)      | (987,790)      |
| <b>Subtotal</b>                     | 348,513          | 618,433        |
| <b>Total</b>                        | <b>3,190,286</b> | <b>618,433</b> |

Umur piutang lain-lain berdasarkan jatuh tempo adalah sebagai berikut:

|                                   | 2022<br>Rp       | 2021<br>Rp       |
|-----------------------------------|------------------|------------------|
| Lancar                            | 1,610,692        | 764,729          |
| 1-45 Hari                         | 1,579,977        | 188,716          |
| 46-135 Hari                       | --               | 341,863          |
| 136-365 Hari                      | 158,961          | 302,940          |
| > 365 Hari                        | 6,315,511        | 7,975            |
| <b>Total</b>                      | <b>9,665,141</b> | <b>1,606,223</b> |
| Cadangan Kerugian Penurunan Nilai | (6,474,855)      | (987,790)        |
| <b>Total</b>                      | <b>3,190,286</b> | <b>618,433</b>   |

Rincian mutasi penurunan nilai piutang lain-lain adalah sebagai berikut:

|                                 | 2022<br>Rp         | 2021<br>Rp       |
|---------------------------------|--------------------|------------------|
| Saldo awal                      | (987,790)          | (1,789,232)      |
| (Penambahan) Pemulihan Cadangan |                    |                  |
| Piutang Lainnya tak Tertagih    | (5,487,065)        | 801,442          |
| <b>Saldo akhir</b>              | <b>(6,474,855)</b> | <b>(987,790)</b> |

Manajemen berpendapat bahwa cadangan penurunan nilai piutang lain-lain tersebut telah memadai untuk menutupi risiko tidak tertagihnya piutang lain-lain.

**6. Other Receivables**

Balance of other receivables represents for utilization of waste B3 compensations:

|                                 |
|---------------------------------|
| <b>Related Party (Note 34d)</b> |
| Allowance for Impairment Losses |
| <b>Subtotal</b>                 |
| <b>Third Parties</b>            |
| Allowance for Impairment Losses |
| <b>Subtotal</b>                 |
| <b>Total</b>                    |

The aging of other receivables based on due date are as follows:

|                                 |
|---------------------------------|
| <b>Current</b>                  |
| 1-45 Days                       |
| 46-135 Days                     |
| 136-365 Days                    |
| >365 Days                       |
| <b>Total</b>                    |
| Allowance for Impairment Losses |
| <b>Total</b>                    |

The details of the mutation for impairment of other receivables are as follows:

|                               |
|-------------------------------|
| <b>Beginning balance</b>      |
| (Addition) Recovery Allowance |
| for Doubtful Accounts         |
| <b>Ending Balance</b>         |

Management believes that the allowance for impairment losses is adequate to cover the risk of uncollectible others receivables.

**PT SEMEN BATURAJA Tbk**  
**DAN ENTITAS ANAK**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
 Pada tanggal 31 Desember 2022 dan 2021  
 (Disajikan dalam ribuan Rupiah,  
 kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**AND SUBSIDIARY**  
**NOTES TO THE CONSOLIDATED**  
**FINANCIAL STATEMENTS**

For the Years Ended  
 December 31, 2022 and 2021  
 (Expressed in thousand Rupiah,  
 unless otherwise stated)

**7. Persediaan**

**7. Inventories**

|                                   | 2022<br>Rp         | 2021<br>Rp         |                                   |
|-----------------------------------|--------------------|--------------------|-----------------------------------|
| Bahan Baku dan Penolong           |                    |                    | Raw and Supporting Material       |
| Bahan Baku                        | 34,072,780         | 28,556,799         | Raw Material                      |
| Bahan Pembungkus                  | 9,978,647          | 9,151,927          | Packaging                         |
| Bahan Bakar                       | 4,503,536          | 4,976,299          | Fuel                              |
| Bahan Pelumas                     | 2,927,154          | 3,448,746          | Lubricants                        |
| Bahan Kimia                       | 797,671            | 1,153,865          | Chemicals                         |
| Bahan Pasir Mortar                | 49,186             | 27,158             | Mortar Sand                       |
| Subtotal                          | 52,328,974         | 47,314,794         | Subtotal                          |
| Barang Dalam Proses               |                    |                    | Work in Process                   |
| Terak                             | 24,750,013         | 33,682,121         | Clinker                           |
| Batu Kapur                        | 3,471,915          | 4,225,747          | Limestone                         |
| Raw Meal                          | 3,175,664          | 3,160,520          | Raw Meal                          |
| Tanah Liat                        | 2,262,896          | 2,295,561          | Clay                              |
| Subtotal                          | 33,660,488         | 43,363,949         | Subtotal                          |
| Barang Jadi                       |                    |                    | Finished Goods                    |
| Semen Bungkus                     | 2,019,658          | 3,768,723          | Bagged Cement                     |
| Semen Curah                       | 11,022,646         | 14,557,340         | Bulk Cement                       |
| White Clay                        | 472,866            | 594,749            | White Clay                        |
| Mortar                            | 163,888            | 77,035             | Mortar                            |
| Subtotal                          | 13,679,058         | 18,997,847         | Subtotal                          |
| Suku Cadang dan Lain-lain         | 163,096,872        | 157,320,634        | Spare Parts and Others            |
| <b>Jumlah Persediaan</b>          | <b>262,765,392</b> | <b>266,997,224</b> | <b>Total Inventories</b>          |
| Cadangan Keusangan/Kerugian Nilai | (36,445,551)       | (33,943,599)       | Allowance for Obsolescence/Losses |
| <b>Total</b>                      | <b>226,319,841</b> | <b>233,053,625</b> | <b>Total</b>                      |

Pada tanggal 31 Desember 2022 seluruh persediaan diasuransikan pada PT Asuransi BRI Indonesia dengan nilai pertanggungan sebesar Rp326.832.091 dan pada tanggal 31 Desember 2021 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.

As of December 31, 2022, all inventories were insured to PT Asuransi BRI Indonesia with the coverage value amounting to Rp326,832,091 and as of December 31, 2021 all inventories were insured to PT Asuransi Jasa Indonesia (Persero) against risk of fire with the coverage value amounting to Rp281,812,530.

Management believes that the insurance coverage is adequate to cover possible losses arising from such risks.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Mutasi cadangan persediaan usang atau kerugian nilai adalah sebagai berikut:

*The movements of allowance for obsolescence or losses inventories are as follows:*

|                       | 2022<br>Rp          | 2021<br>Rp          |                       |
|-----------------------|---------------------|---------------------|-----------------------|
| Saldo Awal Tahun      | (33,943,599)        | (31,048,430)        | Beginning of Year     |
| Penambahan Penyisihan | (2,501,952)         | (2,895,169)         | Addition of Allowance |
| <b>Saldo Akhir</b>    | <b>(36,445,551)</b> | <b>(33,943,599)</b> | <b>Ending Balance</b> |

Manajemen berpendapat bahwa cadangan kerugian di atas adalah cukup untuk menurunkan nilai tercatat persediaan ke nilai realisasi bersihnya.

*The management believes that the allowance for obsolescence losses is sufficient to reduce the carrying amounts of inventories to their net realizable values.*

Persediaan Grup digunakan sebagai jaminan atas Fasilitas *Supply Chain Financing Account Payable* dari PT Bank Rakyat Indonesia (Persero) Tbk sebesar Rp52.913.000 (Catatan 35).

*The Group's inventory are used as collateral for the Supply Chain Financing Account Payable from PT Bank Rakyat Indonesia (Persero) Tbk amounting to Rp52,913,000 (Note 35).*

**8. Uang Muka**

**8. Advances**

|                     | 2022<br>Rp       | 2021<br>Rp       |                          |
|---------------------|------------------|------------------|--------------------------|
| Uang Muka Pembelian | 3,432,385        | 6,797,621        | Purchase Advance Payment |
| Uang Muka Karyawan  | 3,749,882        | 2,469,572        | Employee Advance         |
| <b>Total</b>        | <b>7,182,267</b> | <b>9,267,193</b> | <b>Total</b>             |

**9. Beban di Bayar di Muka**

**9. Prepaid Expenses**

|              | 2022<br>Rp        | 2021<br>Rp       |              |
|--------------|-------------------|------------------|--------------|
| Asuransi     | 22,714,868        | 2,204,418        | Insurance    |
| Lain-lain    | 102,267           | 207,890          | Others       |
| <b>Total</b> | <b>22,817,135</b> | <b>2,412,308</b> | <b>Total</b> |

**10. Aset Keuangan Lancar Lainnya**

**10. Other Current Financial Assets**

|                                        | 2022<br>Rp     | 2021<br>Rp     |                                    |
|----------------------------------------|----------------|----------------|------------------------------------|
| <u>Kas yang Dibatasi Penggunaannya</u> |                |                | <u>Restricted Cash</u>             |
| <b>Pendapatan Bunga Deposito</b>       |                |                | <b>Interest Income of Deposits</b> |
| Pihak Berelasi (Catatan 34e)           | 329,930        | 187,847        | Related Party (Note 34e)           |
| Pihak Ketiga                           | 46,872         | 363,650        | Third Parties                      |
| <b>Total</b>                           | <b>376,802</b> | <b>551,497</b> | <b>Total</b>                       |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**11. Aset Tetap**

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 pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

**11. Fixed Assets**

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 as of December 31, 2022 and 2021 are presented as follows:

| 31 Desember 2022/ December 31, 2022 |                                  |                         |                            |                                    |                                |                                       |  |
|-------------------------------------|----------------------------------|-------------------------|----------------------------|------------------------------------|--------------------------------|---------------------------------------|--|
|                                     | Saldo Awal/<br>Beginning Balance | Penambahan/<br>Addition | Pengurangan/<br>Deductions | Reklasifikasi/<br>Reclassification | Saldo Akhir/<br>Ending Balance |                                       |  |
| <b>Harga Perolehan</b>              |                                  |                         |                            |                                    |                                | <b>Acquisition Cost</b>               |  |
| Kepemilikan Langsung                |                                  |                         |                            |                                    |                                | Direct Ownership                      |  |
| Tanah                               | 134,169,236                      | --                      | --                         | --                                 | 134,169,236                    | Land                                  |  |
| Tanah Tambang                       | 36,905,250                       | --                      | --                         | 29,201,329                         | 66,106,579                     | Mining Properties                     |  |
| Bangunan dan Infrastruktur          | 1,521,568,999                    | 3,997,114               | (59,600)                   | 11,340,745                         | 1,536,847,258                  | Buildings and infrastructures         |  |
| Mesin                               | 3,483,742,562                    | 14,761,519              | (1,659,239)                | --                                 | 3,496,844,842                  | Machinery                             |  |
| Peralatan Berat                     | 133,106,004                      | 2,285,486               | (355,863)                  | 26,800                             | 135,062,427                    | Heavy Equipment                       |  |
| Peralatan Kantor                    | 72,741,921                       | 1,784,054               | (102,428)                  | --                                 | 74,423,547                     | Office Equipment                      |  |
| Kendaraan                           | 12,290,625                       | 142,246                 | --                         | 141,727,835                        | 154,160,706                    | Vehicles                              |  |
| Subtotal                            | 5,394,524,597                    | 22,970,419              | (2,177,130)                | 182,296,709                        | 5,597,614,595                  | Subtotal                              |  |
| Aset dalam Pembangunan              | 55,403,184                       | 62,426,476              | (3,041,857)                | (40,568,874)                       | 74,218,929                     | Construction in Progress              |  |
| Subtotal                            | 5,449,927,781                    | 85,396,895              | (5,218,987)                | 141,727,835                        | 5,671,833,524                  | Subtotal                              |  |
| <b>Aset Hak Guna</b>                |                                  |                         |                            |                                    |                                | <b>Right-of-Use Assets</b>            |  |
| Tanah                               | 76,691,056                       | 4,799,634               | --                         | --                                 | 81,490,690                     | Land                                  |  |
| Bangunan                            | 10,661,254                       | --                      | --                         | --                                 | 10,661,254                     | Building                              |  |
| Kendaraan                           | 6,506,497                        | 1,001,269               | --                         | --                                 | 7,507,766                      | Vehicles                              |  |
| Kendaraan Operasional               | 141,727,835                      | --                      | --                         | (141,727,835)                      | --                             | Operational Vehicles                  |  |
| Alat Berat                          | 15,189,012                       | --                      | --                         | --                                 | 15,189,012                     | Heavy Equipment                       |  |
| Subtotal                            | 250,775,654                      | 5,800,903               | --                         | (141,727,835)                      | 114,848,722                    | Subtotal                              |  |
| <b>Jumlah Harga Perolehan</b>       | <b>5,700,703,435</b>             | <b>91,197,798</b>       | <b>(5,218,987)</b>         | <b>--</b>                          | <b>5,786,682,246</b>           | <b>Total Acquisition Cost</b>         |  |
| <b>Akumulasi Penyusutan</b>         |                                  |                         |                            |                                    |                                | <b>Accumulated Depreciation</b>       |  |
| Tanah Tambang                       | 2,362,388                        | 396,660                 | --                         | --                                 | 2,759,048                      | Mining Properties                     |  |
| Bangunan dan Infrastruktur          | 320,831,056                      | 41,492,057              | (59,600)                   | --                                 | 362,263,513                    | Buildings and Infrastructures         |  |
| Mesin                               | 1,023,611,717                    | 84,312,314              | (1,659,239)                | --                                 | 1,106,264,792                  | Machinery                             |  |
| Peralatan Berat                     | 85,659,034                       | 8,809,191               | (355,863)                  | --                                 | 94,112,362                     | Heavy Equipment                       |  |
| Peralatan Kantor                    | 61,751,029                       | 5,634,861               | (102,428)                  | --                                 | 67,283,462                     | Office Equipment                      |  |
| Kendaraan                           | 11,941,188                       | 11,109,931              | --                         | 51,062,680                         | 74,113,799                     | Vehicles                              |  |
| Subtotal                            | 1,506,156,412                    | 151,755,014             | (2,177,130)                | 51,062,680                         | 1,706,796,976                  | Subtotal                              |  |
| <b>Aset Hak Guna</b>                |                                  |                         |                            |                                    |                                | <b>Right-of-Use Assets</b>            |  |
| Tanah                               | 6,153,734                        | 3,645,332               | --                         | --                                 | 9,799,066                      | Land                                  |  |
| Bangunan                            | 4,754,391                        | 2,664,061               | --                         | --                                 | 7,418,452                      | Building                              |  |
| Kendaraan                           | 5,463,308                        | 1,210,491               | --                         | --                                 | 6,673,799                      | Vehicles                              |  |
| Kendaraan Operasional               | 51,062,680                       | 848,752                 | --                         | (51,062,680)                       | 848,752                        | Operational Vehicle                   |  |
| Alat Berat                          | 8,302,399                        | 2,849,633               | --                         | --                                 | 11,152,032                     | Heavy Equipment                       |  |
| Subtotal                            | 75,736,512                       | 11,218,269              | --                         | (51,062,680)                       | 35,892,101                     | Subtotal                              |  |
| <b>Jumlah Akumulasi Penyusutan</b>  | <b>1,581,892,924</b>             | <b>162,973,283</b>      | <b>(2,177,130)</b>         | <b>--</b>                          | <b>1,742,689,077</b>           | <b>Total Accumulated Depreciation</b> |  |
| <b>Nilai Buku</b>                   | <b>4,118,810,511</b>             |                         |                            |                                    | <b>4,043,993,169</b>           | <b>Net Book Value</b>                 |  |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

| 31 Desember 2021/ December 31, 2021 |                                  |                         |                            |                                    |                                |                                       |
|-------------------------------------|----------------------------------|-------------------------|----------------------------|------------------------------------|--------------------------------|---------------------------------------|
|                                     | Saldo Awal/<br>Beginning Balance | Penambahan/<br>Addition | Pengurangan/<br>Deductions | Reklasifikasi/<br>Reclassification | Saldo Akhir/<br>Ending Balance |                                       |
| <b>Harga Perolehan</b>              |                                  |                         |                            |                                    |                                | <b>Acquisition Cost</b>               |
| 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          | 1,503,130,603                    | 6,045,637               | --                         | 12,392,759                         | 1,521,568,999                  | Buildings and infrastructures         |
| Mesin                               | 3,465,269,550                    | 18,473,012              | --                         | --                                 | 3,483,742,562                  | Machinery                             |
| Peralatan Berat                     | 125,235,693                      | 7,557,519               | --                         | 312,792                            | 133,106,004                    | Heavy Equipment                       |
| Peralatan Kantor                    | 66,770,473                       | 5,971,448               | --                         | --                                 | 72,741,921                     | Office Equipment                      |
| Kendaraan                           | 13,575,326                       | --                      | (1,284,701)                | --                                 | 12,290,625                     | Vehicles                              |
| Subtotal                            | 5,345,056,131                    | 38,047,616              | (1,284,701)                | 12,705,551                         | 5,394,524,597                  | Subtotal                              |
| Aset dalam Pembangunan              | 57,828,784                       | 13,964,683              | (3,684,732)                | (12,705,551)                       | 55,403,184                     | Construction in Progress              |
| Subtotal                            | 5,402,884,915                    | 52,012,299              | (4,969,433)                | --                                 | 5,449,927,781                  | Subtotal                              |
| <b>Aset Hak Guna</b>                |                                  |                         |                            |                                    |                                | <b>Right-of-Use Assets</b>            |
| Tanah                               | 66,149,973                       | 10,541,083              | --                         | --                                 | 76,691,056                     | Land                                  |
| Bangunan                            | 9,000,472                        | 1,660,782               | --                         | --                                 | 10,661,254                     | Building                              |
| Kendaraan                           | 6,815,639                        | --                      | (309,142)                  | --                                 | 6,506,497                      | Vehicles                              |
| Kendaraan Operasional               | 141,727,835                      | --                      | --                         | --                                 | 141,727,835                    | Operational Vehicles                  |
| Alat Berat                          | 15,189,012                       | --                      | --                         | --                                 | 15,189,012                     | Heavy Equipment                       |
| Subtotal                            | 238,882,931                      | 12,201,865              | (309,144)                  | --                                 | 250,775,654                    | Subtotal                              |
| <b>Jumlah Harga Perolehan</b>       | <b>5,641,767,846</b>             | <b>64,214,164</b>       | <b>(5,278,577)</b>         | <b>--</b>                          | <b>5,700,703,435</b>           | <b>Total Acquisition Cost</b>         |
| <b>Akumulasi Penyusutan</b>         |                                  |                         |                            |                                    |                                | <b>Accumulated Depreciation</b>       |
| Tanah Tambang                       | 1,119,975                        | 1,242,413               | --                         | --                                 | 2,362,388                      | Mining Properties                     |
| Bangunan dan Infrastruktur          | 278,718,193                      | 42,112,863              | --                         | --                                 | 320,831,056                    | Buildings and Infrastructures         |
| Mesin                               | 938,932,465                      | 84,679,252              | --                         | --                                 | 1,023,611,717                  | Machinery                             |
| Peralatan Berat                     | 77,264,528                       | 8,394,506               | --                         | --                                 | 85,659,034                     | Heavy Equipment                       |
| Peralatan Kantor                    | 55,067,288                       | 6,683,741               | --                         | --                                 | 61,751,029                     | Office Equipment                      |
| Kendaraan                           | 11,665,666                       | 1,560,223               | (1,284,701)                | --                                 | 11,941,188                     | Vehicles                              |
| Subtotal                            | 1,362,768,115                    | 144,672,998             | (1,284,701)                | --                                 | 1,506,156,412                  | Subtotal                              |
| <b>Aset Hak Guna</b>                |                                  |                         |                            |                                    |                                | <b>Right-of-Use Assets</b>            |
| Tanah                               | 2,912,468                        | 3,241,266               | --                         | --                                 | 6,153,734                      | Land                                  |
| Bangunan                            | 2,031,573                        | 2,722,818               | --                         | --                                 | 4,754,391                      | Building                              |
| Kendaraan                           | 3,088,505                        | 2,512,201               | (137,398)                  | --                                 | 5,463,308                      | Vehicles                              |
| Kendaraan Operasional               | 36,815,248                       | 14,247,432              | --                         | --                                 | 51,062,680                     | Operational Vehicle                   |
| Alat Berat                          | 5,452,766                        | 2,849,633               | --                         | --                                 | 8,302,399                      | Heavy Equipment                       |
| Subtotal                            | 50,300,560                       | 25,573,350              | (137,398)                  | --                                 | 75,736,512                     | Subtotal                              |
| <b>Jumlah Akumulasi Penyusutan</b>  | <b>1,413,068,675</b>             | <b>170,246,348</b>      | <b>(1,422,099)</b>         | <b>--</b>                          | <b>1,581,892,924</b>           | <b>Total Accumulated Depreciation</b> |
| <b>Nilai Buku</b>                   | <b>4,228,699,171</b>             |                         |                            |                                    | <b>4,118,810,511</b>           | <b>Net Book Value</b>                 |

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:

|                                          | 2022<br>Rp         | 2021<br>Rp         |                                               |
|------------------------------------------|--------------------|--------------------|-----------------------------------------------|
| Beban Pokok Penjualan (Catatan 28)       | 135,122,249        | 140,608,098        | Cost of Sales (Note 28)                       |
| Beban Umum dan Administrasi (Catatan 29) | 21,817,418         | 24,391,287         | General and Administrative Expenses (Note 29) |
| Beban Penjualan                          | 6,033,616          | 5,246,963          | Selling Expenses                              |
| <b>Total</b>                             | <b>162,973,283</b> | <b>170,246,348</b> | <b>Total</b>                                  |

Rincian aset tetap dalam pembangunan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The details of construction in progress as of December 31, 2022 and 2021 are follows:

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

| 31 Desember 2022/ December 31, 2022                           |                                   |                                           |                                               |                                                                       |              |
|---------------------------------------------------------------|-----------------------------------|-------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------|--------------|
| Nama Proyek                                                   | Biaya                             | Persentase                                | Estimasi Tahun                                | Project Names                                                         |              |
|                                                               | Kumulatif/<br>Accumulated<br>Cost | Penyelesaian/<br>Completion<br>Percentage | Penyelesaian/<br>Estimated<br>Completion Year |                                                                       |              |
| Bangunan pabrik,<br>non pabrik, sarana<br>prasarana dan tanah | 45,592,306                        | 1% - 95%                                  | 2023-2024                                     | Manufacturing buildings, non<br>manufacturing, facilities and<br>land |              |
| Mesin Pabrik                                                  | 16,691,948                        | 95.00%                                    | 2023                                          | Machinations                                                          |              |
| Terminal Stasiun Jambi                                        | 7,280,257                         | 1.66%                                     | 2024                                          | Jambi Terminal Station                                                |              |
| Pabrik Baturaja III                                           | 2,723,368                         | 2.71%                                     | 2024                                          | Baturaja III Plant                                                    |              |
| Akuisisi tambang batu kapur                                   | 1,931,050                         | 28.90%                                    | 2024                                          | Acquisition of limestone quarries                                     |              |
| <b>Total</b>                                                  | <b>74,218,929</b>                 |                                           |                                               |                                                                       | <b>Total</b> |

| 31 Desember 2021/ December 31, 2021                           |                                   |                                           |                                               |                                                                       |              |
|---------------------------------------------------------------|-----------------------------------|-------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------|--------------|
| Nama Proyek                                                   | Biaya                             | Persentase                                | Estimasi Tahun                                | Project Names                                                         |              |
|                                                               | Kumulatif/<br>Accumulated<br>Cost | Penyelesaian/<br>Completion<br>Percentage | Penyelesaian/<br>Estimated<br>Completion Year |                                                                       |              |
| Bangunan pabrik,<br>non pabrik, sarana<br>prasarana dan tanah | 24,564,403                        | 1% - 95%                                  | 2022-2024                                     | Manufacturing buildings, non<br>manufacturing, facilities and<br>land |              |
| Mesin Pabrik                                                  | 17,937,048                        | 93.51%                                    | 2022-2023                                     | Machinations                                                          |              |
| Terminal Stasiun Jambi                                        | 7,280,257                         | 1.66%                                     | 2024                                          | Jambi Terminal Station                                                |              |
| Pabrik Baturaja III                                           | 2,723,368                         | 2.71%                                     | 2024                                          | Baturaja III Plant                                                    |              |
| Akuisisi tambang batu kapur                                   | 1,931,050                         | 28.90%                                    | 2024                                          | Acquisition of limestone quarries                                     |              |
| Alat Bantu                                                    | 26,800                            | 98.00%                                    | 2022                                          | Supporting Equipment                                                  |              |
| Lain-lain                                                     | 940,258                           | 37.40%                                    | 2024                                          | Others                                                                |              |
| <b>Total</b>                                                  | <b>55,403,184</b>                 |                                           |                                               |                                                                       | <b>Total</b> |

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 2022 dan 2021, aset tetap telah diasuransikan kepada PT BRI Asuransi Indonesia dan 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 masing-masing sebesar Rp18.453.989.978 dan Rp9.753.067.558.

As of December 31, 2022 and 2021, fixed assets were insured to PT BRI Asuransi Indonesia and 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 Rp18,453,989,978, and 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 Perusahaan Pabrik Baturaja II digunakan sebagai jaminan atas fasilitas pinjaman dari pinjaman sindikasi PT Bank Negara Indonesia (Persero) Tbk (Catatan 19).

The Company's fixed assets Baturaja II Plant are pledge as collateral of loan obtained from syndicated loan PT Bank Negara Indonesia (Persero) Tbk (Note 19).

Pada tanggal 31 Desember 2022 dan 2021 jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan adalah sebagai berikut:

As of December 31, 2022 and 2021 gross carrying value of each fixed assets have been fully depreciated and still in used are as follows:

|                            | 2022<br>Rp         | 2021<br>Rp         |                               |
|----------------------------|--------------------|--------------------|-------------------------------|
| <b>Harga Perolehan:</b>    |                    |                    | <b>Acquisition cost:</b>      |
| Mesin                      | 276,464,074        | 239,125,438        | Machinery                     |
| Bangunan dan Infrastruktur | 67,791,218         | 64,182,682         | Buildings and Infrastructures |
| Peralatan Berat            | 60,557,658         | 49,222,892         | Heavy Equipment               |
| Peralatan Kantor           | 54,450,429         | 35,292,203         | Office Equipment              |
| Kendaraan Bermotor         | 12,290,624         | 5,595,860          | Vehicles                      |
| <b>Total</b>               | <b>471,554,003</b> | <b>393,419,075</b> | <b>Total</b>                  |

Keuntungan atas pelepasan aset tetap pada tanggal 31 Desember 2022 dan 2021 yang diakui pada pendapatan operasi lainnya adalah sebagai berikut:

Gain on disposal of fixed assets as of December 31, 2022 and 2021 recognized in other operating income are as follows:

|              | 2022<br>Rp     | 2021<br>Rp     |               |
|--------------|----------------|----------------|---------------|
| Nilai Jual   | 146,632        | 303,866        | Selling Price |
| Nilai Buku   | --             | --             | Book Value    |
| <b>Total</b> | <b>146,632</b> | <b>303,866</b> | <b>Total</b>  |

Pada tanggal 31 Desember 2022 dan 2021 Grup berpendapat bahwa tidak ada indikasi penurunan nilai aset tetap.

As of December 31, 2022 and 2021 the Group believes there is no indication of impairment in the value of fixed assets.

## 12. Aset Takberwujud

## 12. Intangible Assets

Pada tanggal 31 Desember 2022 dan 2021 komposisi dan ikhtisar mutasi masing-masing aset takberwujud berikut akumulasi penyusutannya adalah sebagai berikut:

As of December 31, 2022 and 2021 the composition and summary of the movements of each intangible assets and its accumulated amortization are as follows:

|                                           | 31 Desember 2022/ December 31, 2022 |                         |                            |                                    |                                |                                      |
|-------------------------------------------|-------------------------------------|-------------------------|----------------------------|------------------------------------|--------------------------------|--------------------------------------|
|                                           | Saldo Awal/<br>Beginning Balance    | Penambahan/<br>Addition | Pengurangan/<br>Deductions | Reklasifikasi/<br>Reclassification | Saldo Akhir/<br>Ending Balance |                                      |
| <b>Harga Perolehan</b>                    |                                     |                         |                            |                                    |                                | <b>Acquisition Cost</b>              |
| <b>Pemilikan Langsung</b>                 |                                     |                         |                            |                                    |                                | <b>Direct Ownership</b>              |
| Hak Atas Tanah                            | 1,323,874                           | --                      | --                         | --                                 | 1,323,874                      | Landrights                           |
| Lisensi                                   | 6,502,137                           | --                      | --                         | --                                 | 6,502,137                      | Licenses                             |
| Piranti Perangkat Lunak                   | 54,756,223                          | 203,732                 | --                         | 6,350,000                          | 61,309,955                     | Computer Software                    |
| <b>Subtotal</b>                           | <b>62,582,234</b>                   | <b>203,732</b>          | <b>--</b>                  | <b>6,350,000</b>                   | <b>69,135,966</b>              | <b>Subtotal</b>                      |
| <b>Aset Takberwujud Dalam Pembangunan</b> |                                     |                         |                            |                                    |                                | <b>Intangible Assets in Progress</b> |
| Piranti Perangkat Lunak                   | 4,416,500                           | 4,645,000               | (299,000)                  | (6,350,000)                        | 2,412,500                      | Computer Software                    |
| <b>Subtotal</b>                           | <b>66,998,734</b>                   | <b>4,848,732</b>        | <b>(299,000)</b>           | <b>--</b>                          | <b>71,548,466</b>              | <b>Subtotal</b>                      |
| <b>Akumulasi Amortisasi</b>               |                                     |                         |                            |                                    |                                | <b>Accumulated Amortization</b>      |
| <b>Pemilikan Langsung</b>                 |                                     |                         |                            |                                    |                                | <b>Direct Ownership</b>              |
| Hak Atas Tanah                            | 977,248                             | 47,789                  | --                         | --                                 | 1,025,037                      | Landrights                           |
| Lisensi                                   | 5,595,038                           | 452,071                 | --                         | --                                 | 6,047,109                      | Licenses                             |
| Piranti Perangkat Lunak                   | 32,529,382                          | 11,760,619              | --                         | --                                 | 44,290,001                     | Computer Software                    |
| <b>Subtotal</b>                           | <b>39,101,668</b>                   | <b>12,260,479</b>       | <b>--</b>                  | <b>--</b>                          | <b>51,362,148</b>              | <b>Subtotal</b>                      |
| <b>Nilai Buku</b>                         | <b>27,897,066</b>                   |                         |                            |                                    | <b>20,186,318</b>              | <b>Book Value</b>                    |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**  
For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                               | 31 Desember 2021/ December 31, 2021 |                         |                            |                                    |                                |                                          |
|-----------------------------------------------|-------------------------------------|-------------------------|----------------------------|------------------------------------|--------------------------------|------------------------------------------|
|                                               | Saldo Awal/<br>Beginning Balance    | Penambahan/<br>Addition | Pengurangan/<br>Deductions | Reklasifikasi/<br>Reclassification | Saldo Akhir/<br>Ending Balance |                                          |
| <b>Harga Perolehan</b>                        |                                     |                         |                            |                                    |                                | <b>Acquisition Cost</b>                  |
| <b>Pemilikan Langsung</b>                     |                                     |                         |                            |                                    |                                | <b>Direct Ownership</b>                  |
| Hak Atas Tanah                                | 1,323,874                           | --                      | --                         | --                                 | 1,323,874                      | Landrights                               |
| Lisensi                                       | 6,335,565                           | 166,572                 | --                         | --                                 | 6,502,137                      | Licenses                                 |
| Piranti Perangkat Lunak                       | 54,406,223                          | 236,600                 | --                         | 113,400                            | 54,756,223                     | Computer Software                        |
| Subtotal                                      | 62,065,662                          | 403,172                 | --                         | 113,400                            | 62,582,234                     | Subtotal                                 |
| <b>Aset Takberwujud Dalam<br/>Pembangunan</b> |                                     |                         |                            |                                    |                                | <b>Intangible Assets in<br/>Progress</b> |
| Piranti Perangkat Lunak                       | 113,400                             | 4,416,500               | --                         | (113,400)                          | 4,416,500                      | Computer Software                        |
| Subtotal                                      | 62,179,062                          | 4,819,672               | --                         | --                                 | 66,998,734                     | Subtotal                                 |
| <b>Akumulasi Amortisasi</b>                   |                                     |                         |                            |                                    |                                | <b>Accumulated Amortization</b>          |
| <b>Pemilikan Langsung</b>                     |                                     |                         |                            |                                    |                                | <b>Direct Ownership</b>                  |
| Hak Atas Tanah                                | 929,454                             | 47,794                  | --                         | --                                 | 977,248                        | Landrights                               |
| Lisensi                                       | 5,155,895                           | 439,143                 | --                         | --                                 | 5,595,038                      | Licenses                                 |
| Piranti Perangkat Lunak                       | 21,617,553                          | 10,911,829              | --                         | --                                 | 32,529,382                     | Computer Software                        |
| Subtotal                                      | 27,702,902                          | 11,398,766              | --                         | --                                 | 39,101,668                     | Subtotal                                 |
| <b>Nilai Buku</b>                             | <b>34,476,160</b>                   |                         |                            |                                    | <b>27,897,066</b>              | <b>Book Value</b>                        |

**Hak atas tanah**

Merupakan biaya perpanjangan hak atas tanah di Baturaja, Palembang dan Lampung yang diamortisasi selama 30 (tiga puluh) tahun.

**Lisensi**

Merupakan biaya ijin penggunaan suatu perangkat lunak sistem informasi yang diamortisasi selama 5 (lima) tahun.

**Piranti perangkat lunak**

Merupakan biaya atas piranti perangkat lunak yang diamortisasi selama 5 (lima) tahun dan pada tahun 2019, Perusahaan telah melakukan tahap implementasi terhadap ERP (Enterprise Resource Planning) SAP (Systems Application and Products in Data Processing) bekerja sama dengan PT Telkom Indonesia (Persero) Tbk dan telah go live pada tanggal 2 Januari 2019 dan diamortisasi selama 5 (lima) 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) dan telah go live pada tanggal 1 Juli 2021 dan diamortisasi selama 10 tahun.

Pada tanggal 19 Desember 2022 Perusahaan telah bergabung dengan Semen Indonesia Grup sehingga pola pemasaran Perusahaan akan berubah mengikuti kebijakan Grup melalui mega distributor, dengan pola pemasaran yang baru maka manfaat dari aset takberwujud tidak akan dirasakan lagi manfaatnya. Berdasarkan perubahan kebijakan pemasaran tersebut perusahaan melakukan penyajian kembali secara retrospektif atas aset takberwujud program pengembangan pasar yang sebelumnya berakhir pada tahun 2023 menjadi tahun 2022.

**Landrights**

Represent cost to extend the landright in Baturaja, Palembang, and Lampung which amortized for 30 (thirty) years.

**Licenses**

Represent a license fee for the use of an information system software which amortized over 5 (five) years.

**Computer software**

Represent a computer software which amortized over 5 (five) years and on 2019, the Company has carried out the implementation phase of the ERP (Enterprise Resource Planning) SAP (Systems Applications and Products in Data Processing) with PT Telkom Indonesia (Persero) Tbk and has been go live early on January 2, 2019 and amortized over 5 (five) 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) and has been go live on July 1, 2021 and is amortized over 10 years.

On December 19, 2022 the Company has joined the Semen Indonesia Group so that the Company's marketing pattern will change following the Group's policy through mega distributors, with the new marketing pattern the benefits from intangible assets will no longer be felt. Based on the change in marketing policy, the company made a retrospective restatement of the market development program intangible assets that previously ended in 2023 to 2022.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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:

|                                             | 2022<br>Rp        | 2021<br>Rp        |                                                  |
|---------------------------------------------|-------------------|-------------------|--------------------------------------------------|
| Beban Penjualan (Catatan 28)                | 22,666            | --                | Selling Expenses (Note 28)                       |
| Beban Umum dan Administrasi<br>(Catatan 29) | 11,875,218        | 11,238,959        | General and Administrative Expenses<br>(Note 29) |
| Beban Pokok Penjualan                       | 362,595           | 159,807           | Cost of Sales                                    |
| <b>Total</b>                                | <b>12,260,479</b> | <b>11,398,766</b> | <b>Total</b>                                     |

Pada tanggal 31 Desember 2022 dan 2021 Grup berpendapat bahwa tidak ada indikasi penurunan nilai aset takberwujud.

As of December 31, 2022 and 2021 the Group believes there is no indication of impairment in the value of intangible assets.

### 13. Aset Tidak Lancar Lainnya

### 13. Other Non-Current Assets

|                                      | 2022<br>Rp         | 2021<br>Rp         |                                       |
|--------------------------------------|--------------------|--------------------|---------------------------------------|
| <b>Aset Keuangan</b>                 |                    |                    | <b>Financial Assets</b>               |
| Klaim yang Masih Harus Diterima      | 24,424,292         | 24,424,292         | Claims That Still Has to be Accepted  |
| Cadangan Penurunan Nilai             | (2,584,715)        | --                 | Allowance of Impairment               |
| Subtotal                             | 21,839,577         | 24,424,292         | Subtotal                              |
| Piutang Denda                        | 27,355,303         | 27,812,614         | Penalty of Trade Receivable           |
| Cadangan Piutang Denda               | (27,355,303)       | (27,812,614)       | Allowance Penalty of Trade Receivable |
| Subtotal                             | --                 | --                 | Subtotal                              |
| Deposito yang Dibatasi Penggunaannya | 95,552,365         | 92,058,910         | Restricted Deposits                   |
| Uang Jaminan                         | 17,861,760         | 17,861,760         | Cash Deposits                         |
| <b>Aset Non-Keuangan</b>             |                    |                    | <b>Non- Financial Assets</b>          |
| Perlengkapan Pabrik                  | 2,531,020          | 23,444,410         | Factory Equipment                     |
| Program Pengembangan Pasar           | --                 | 14,341,786         | Market Development Program            |
| Tanah untuk Pengembangan             | --                 | 31,680,300         | Land for Development                  |
| Lain-lain                            | 448,503            | 1,551,115          | Others                                |
| Subtotal                             | 116,393,648        | 180,938,281        | Subtotal                              |
| <b>Total</b>                         | <b>138,233,225</b> | <b>205,362,573</b> | <b>Total</b>                          |

#### Klaim 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 (Catatan 41).

#### Claims that 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 (Note 41).

#### Piutang Denda

Piutang denda merupakan denda distributor sebagai akibat keterlambatan membayar pokok piutang atas pembelian semen.

#### 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.

#### Deposito yang Dibatasi Penggunaannya

Deposito yang dibatasi penggunaannya merupakan deposito yang digunakan untuk jaminan restorasi tanah tambang dan jaminan atas pinjaman entitas anak.

#### Restricted Deposits

Restricted time deposits represent deposits used for collateral for mining land restoration and collateral for loans from subsidiaries.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**Uang jaminan**

Merupakan uang jaminan kepada  
PT Perusahaan Listrik Negara (Persero).

**Perlengkapan pabrik**

Perlengkapan pabrik merupakan pemakaian  
suku cadang dan pemakaian batu tahanan api  
dan pemakaian castable yang memiliki masa  
manfaat selama satu tahun.

**Lain-lain**

Merupakan klaim atas pembayaran pesangon  
karyawan yang dibayarkan terlebih dahulu oleh  
Perusahaan.

**Cash deposits**

Represent cash deposits to PT Perusahaan  
Listrik Negara (Persero).

**Factory equipment**

Factory equipment represent spareparts usage  
and the use of brick and castable which has a  
useful life of one year.

**Others**

Represents a claim for employee severance  
payment which is paid in advance by the  
Company.

**14. Utang Usaha**

**14. Trade Payables**

|                              | 2022<br>Rp  | 2021<br>Rp  |                            |
|------------------------------|-------------|-------------|----------------------------|
| Pihak Berelasi (Catatan 34i) |             |             | Related Parties (Note 34i) |
| Rupiah                       | 121,256,293 | 90,161,163  | Rupiah                     |
| Pihak Ketiga                 |             |             | Third Parties              |
| Rupiah                       | 189,970,312 | 157,194,262 | Rupiah                     |
| Total                        | 311,226,605 | 247,355,425 | Total                      |

**15. Utang Lain-lain**

**15. Other Payables**

|                              | 2022<br>Rp | 2021<br>Rp |                            |
|------------------------------|------------|------------|----------------------------|
| Pihak Berelasi (Catatan 34i) |            |            | Related Parties (Note 34i) |
| Rupiah                       | 21,373,056 | 331,170    | Rupiah                     |
| Pihak Ketiga                 |            |            | Third Parties              |
| Rupiah                       | 45,972,724 | 39,987,005 | Rupiah                     |
| Total                        | 67,345,780 | 40,318,175 | Total                      |

**16. Perpajakan**

**16. Taxation**

**a. Pajak Dibayar di Muka**

**a. Prepaid Taxes**

|                         | 2022<br>Rp | 2021<br>Rp |                 |
|-------------------------|------------|------------|-----------------|
| Perusahaan              |            |            | The Company     |
| Pajak Penghasilan       |            |            | Income Tax      |
| Pasal 22                | 721,888    | 459,280    | Article 22      |
| Pasal 23                | 66,539     | 307,427    | Article 23      |
| Subtotal                | 788,427    | 766,707    | Subtotal        |
| Entitas Anak            |            |            | Subsidiary      |
| Pajak Pertambahan Nilai | 792,603    | 1,287,919  | Value Added Tax |
| Pajak Penghasilan:      |            |            | Income Tax:     |
| Pasal 23                | 422,405    | 3,545,220  | Article 23      |
| Pasal 28a               | 2,719,762  | 1,120,781  | Article 28a     |
| Pasal 22                | 236,751    | 322,923    | Article 22      |
| Subtotal                | 4,171,521  | 6,276,843  | Subtotal        |
| Total                   | 4,959,948  | 7,043,550  | Total           |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**b. Utang Pajak**

|                                         | 2022<br>Rp        | 2021<br>Rp        |
|-----------------------------------------|-------------------|-------------------|
| <b>Perusahaan</b>                       |                   |                   |
| Pajak Pertambahan Nilai                 | 9,056,714         | 9,037,324         |
| Pajak Pertambahan Nilai Wapu            | 7,257,493         | 6,418,643         |
| Pajak Mineral Bukan Logam<br>dan Batuan | 858,704           | 1,160,576         |
| Pajak Penghasilan:                      |                   |                   |
| Pasal 22                                | 1,370,143         | 378,505           |
| Pasal 21                                | 1,191,046         | --                |
| Pasal 4 (ayat 2)                        | 94,839            | 148,927           |
| Pasal 23/26                             | 837,698           | 980,065           |
| Subtotal                                | 20,666,637        | 18,124,040        |
| <b>Entitas Anak</b>                     |                   |                   |
| Pajak Penghasilan:                      |                   |                   |
| Pasal 23/26                             | 16,175            | 21,116            |
| Pasal 21                                | 6,674             | 10,933            |
| Pasal 4 (Ayat 2)                        | 14,189            | 8,100             |
| Hutang Pajak Lainnya                    | 4,788,579         | 4,788,579         |
| Subtotal                                | 4,825,617         | 4,828,728         |
| <b>Total</b>                            | <b>25,492,254</b> | <b>22,952,768</b> |

|                                      |
|--------------------------------------|
| <b>The Company</b>                   |
| Value Added Tax                      |
| Collected Value Added Tax            |
| Non Metal Mineral and -<br>Rocks Tax |
| Income Tax:                          |
| Article 22                           |
| Article 21                           |
| Article 4 (Paragraph 2)              |
| Article 23/26                        |
| Subtotal                             |
| <b>Subsidiary</b>                    |
| Income Tax:                          |
| Article 23/26                        |
| Article 21                           |
| Article 4 (Paragraph 2)              |
| Other Tax Payable                    |
| Subtotal                             |
| <b>Total</b>                         |

**c. Beban Pajak Penghasilan**

|                      | 2022<br>Rp        | 2021<br>Rp        |
|----------------------|-------------------|-------------------|
| <b>Perusahaan</b>    |                   |                   |
| Pajak Kini           | --                | --                |
| Pajak Tangguhan      | 19,701,108        | 21,153,925        |
|                      | 19,701,108        | 21,153,925        |
| <b>Entitas Anak</b>  |                   |                   |
| Pajak Kini           | --                | --                |
| Pajak Tangguhan      | 738,047           | 1,047,705         |
|                      | 738,047           | 1,047,705         |
| <b>Konsolidasian</b> |                   |                   |
| Pajak Kini           | --                | --                |
| Pajak Tangguhan      | 20,439,155        | 22,201,630        |
| <b>Total</b>         | <b>20,439,155</b> | <b>22,201,630</b> |

|                     |
|---------------------|
| <b>The Company</b>  |
| Current Tax         |
| Deferred Tax        |
| <b>Subsidiary</b>   |
| Current Tax         |
| Deferred Tax        |
| <b>Consolidated</b> |
| Current Tax         |
| Deferred Tax        |
| <b>Total</b>        |

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:

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                                    | 2022<br>Rp        | 2021<br>Rp          |                                             |
|----------------------------------------------------|-------------------|---------------------|---------------------------------------------|
| Laba Konsolidasian Sebelum Pajak Penghasilan       | 115,267,044       | 68,907,521          | Consolidated Profit Before Income Tax       |
| Dikurangi:                                         |                   |                     | Less:                                       |
| (Rugi) Laba Sebelum Pajak Penghasilan Entitas Anak | 2,140,616         | 3,601,169           | (Loss) Profit Before Subsidiary Income Tax  |
| Laba Sebelum Pajak Penghasilan Perusahaan          | 113,126,428       | 65,306,352          | Profit Before Income Tax of The Company     |
| Perbedaan Permanen:                                |                   |                     | Permanent Different:                        |
| Pendapatan Bunga yang Telah Dikenakan Pajak Final  | (11,813,399)      | (13,807,182)        | Interest Income Charged With Final Come Tax |
| Beban Operasional yang Tidak Boleh Dikurangkan     | 17,921,633        | 14,638,345          | Non Deductible Operating Expense            |
| Sumbangan                                          | 2,677,831         | 1,737,793           | Donation                                    |
| Penyusutan Aset Tetap                              | 7,649,165         | 7,884,474           | Depreciation of Fixed Assets                |
| Promosi                                            | 3,681,511         | 2,539,963           | Promotions                                  |
| Penyusutan Aset Hak Guna                           | 9,732,159         | 10,689,481          | Depreciation of Right of Use of Assets      |
| Beban Bunga Sewa                                   | 8,008,258         | 7,818,725           | Interest Rent Expense                       |
| Pembayaran Sewa Kendaraan                          | (498,669)         | (1,409,810)         | Vehicle Leasing Payment                     |
| Pembayaran Liabilitas Sewa                         | (16,048,143)      | (8,065,470)         | Lease Liability Payment                     |
| Lain-Lain                                          | 45,720,994        | 20,777,216          | Others                                      |
| Jumlah Perbedaan Permanen                          | 67,031,340        | 42,803,535          | Total Permanent Difference                  |
| Perbedaan Waktu:                                   |                   |                     | Timing Difference:                          |
| Penyusutan Aset Tetap                              | (140,643,771)     | (171,882,105)       | Depreciation of Fixed Assets                |
| Penyisihan Piutang                                 | 1,892,756         | (19,268,459)        | Receivable Allowance                        |
| Beban Imbalan Kerja                                | 1,401,868         | 6,721,895           | Employee Benefits Expenses                  |
| Penyisihan Persediaan                              | 2,378,798         | 2,895,169           | Inventories Allowance                       |
| Lain-lain                                          | 36,808,779        | 1,954,471           | Others                                      |
| Jumlah Perbedaan Waktu                             | (98,161,570)      | (179,579,029)       | Total Timing Difference                     |
| <b>Labal/ (Rugi) Fiskal Periode Berjalan</b>       | <b>81,996,196</b> | <b>(71,469,141)</b> | <b>Fiscal Profit/ (Loss) for The Period</b> |
| Pemanfaatan Rugi Fiskal                            | (81,996,196)      | --                  | Utilisation of Fiscal Loss                  |
| Laba Kena Pajak Perusahaan                         | --                | --                  | Taxable Income of The Company               |
| Beban Pajak Penghasilan Kini Perusahaan            | --                | --                  | Current Income Tax Expense Of The Company   |

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:

|                                                      | 2022<br>Rp       | 2021<br>Rp         |                                                             |
|------------------------------------------------------|------------------|--------------------|-------------------------------------------------------------|
| <b>Perusahaan</b>                                    |                  |                    | <b>The Company</b>                                          |
| Taksiran Pajak Penghasilan dengan Tarif yang Berlaku | --               | --                 | Provision For Corporate Income Tax Based on Prevailing Rate |
| Dikurangi:                                           |                  |                    | Less:                                                       |
| Pajak Penghasilan Dibayar Dimuka:                    |                  |                    | Prepaid income tax:                                         |
| Pasal 22                                             | 721,888          | 459,280            | Article 22                                                  |
| Pasal 23                                             | 66,539           | 307,427            | Article 23                                                  |
| <b>Lebih Bayar Pajak</b>                             | <b>(788,427)</b> | <b>(766,707)</b>   | <b>Overpayment Tax</b>                                      |
| <b>Entitas Anak</b>                                  |                  |                    | <b>Subsidiary</b>                                           |
| Taksiran Pajak Penghasilan dengan Tarif yang Berlaku | --               | --                 | Provision For Corporate Income Tax Based on Prevailing Rate |
| Dikurangi:                                           |                  |                    | Less:                                                       |
| Pajak Penghasilan Dibayar Dimuka:                    |                  |                    | Prepaid income tax:                                         |
| Pasal 22                                             | 236,751          | 3,545,220          | Article 22                                                  |
| Pasal 23                                             | 422,405          | 322,923            | Article 23                                                  |
| <b>(Lebih)/Kurang Bayar Pajak</b>                    | <b>(659,156)</b> | <b>(3,868,143)</b> | <b>(Over)/Under Payment Tax</b>                             |
| Pajak Penghasilan Badan (Perusahaan)                 |                  |                    | Corporate Income Tax (The Company)                          |
| (Lebih)/Kurang Bayar                                 | (788,427)        | (766,707)          | (Over )/Under Payment Corporate Income Tax (Subsidiary)     |
| Pajak Penghasilan Badan (Entitas Anak)               |                  |                    | (Over)/Under Payment Corporate Income Tax (Consolidated)    |
| (Lebih)/Kurang Bayar                                 | (659,156)        | (3,868,143)        | (Over)/Under Payment                                        |
| Pajak Penghasilan Badan (Konsolidasian)              |                  |                    |                                                             |
| (Lebih)/Kurang Bayar                                 | (1,447,583)      | (4,634,850)        |                                                             |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**d. Pajak Tangguhan**

|                                       | Saldo<br>1 Januari 2022/<br>Balance<br>January 1, 2022 | Dikreditkan/<br>(Dibebankan) ke<br>Laporan Laba Rugi Tahun<br>Berjalan/<br>Credited (Charged) to<br>Statements of Profit or Loss | Penghasilan<br>Komprehensif Lain/<br>Other Comprehensive<br>Income | Saldo<br>31 Desember 2022/<br>Balance<br>December 31, 2022 |
|---------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|
| Liabilitas (Aset) Pajak Tangguhan     |                                                        |                                                                                                                                  |                                                                    |                                                            |
| <b>Perusahaan</b>                     |                                                        |                                                                                                                                  |                                                                    |                                                            |
| Penyusutan                            | 219,279,989                                            | 30,941,630                                                                                                                       | --                                                                 | 250,221,619                                                |
| Kompensasi Rugi Fiskal                | (44,115,384)                                           | (1,894,439)                                                                                                                      | --                                                                 | (46,009,823)                                               |
| Liabilitas Imbalan Kerja              | (10,961,427)                                           | (308,411)                                                                                                                        | (2,327,920)                                                        | (13,597,758)                                               |
| Penyisihan Penurunan Nilai Piutang    | (74,739,149)                                           | (416,406)                                                                                                                        | --                                                                 | (75,155,555)                                               |
| Penyisihan Penurunan Nilai Persediaan | (7,467,592)                                            | (523,336)                                                                                                                        | --                                                                 | (7,990,928)                                                |
| Lain-lain                             | (10,575,552)                                           | (8,097,930)                                                                                                                      | --                                                                 | (18,673,482)                                               |
| <b>Sub Total</b>                      | <b>71,420,885</b>                                      | <b>19,701,108</b>                                                                                                                | <b>(2,327,920)</b>                                                 | <b>88,794,072</b>                                          |
| <b>Entitas Anak</b>                   |                                                        |                                                                                                                                  |                                                                    |                                                            |
| Penyusutan                            | 9,170,932                                              | 493,227                                                                                                                          | --                                                                 | 9,664,159                                                  |
| Kompensasi Rugi Fiskal                | (3,741,253)                                            | (272,528)                                                                                                                        | --                                                                 | (4,013,782)                                                |
| Liabilitas Imbalan Kerja              | (104,293)                                              | (20,675)                                                                                                                         | 49,553                                                             | (75,415)                                                   |
| Penyisihan Penurunan Nilai Piutang    | (1,005,297)                                            | 538,023                                                                                                                          | --                                                                 | (467,274)                                                  |
| <b>Sub Total</b>                      | <b>4,320,089</b>                                       | <b>738,047</b>                                                                                                                   | <b>49,553</b>                                                      | <b>5,107,689</b>                                           |
| <b>Total</b>                          | <b>75,740,974</b>                                      | <b>20,439,155</b>                                                                                                                | <b>(2,278,367)</b>                                                 | <b>93,901,761</b>                                          |

Deferred Tax Liabilitas (Assets)  
**The Company**  
Depreciation of Fixed Assets  
Compensation of Fiscal Losses  
Employee Benefit Liabilities  
Allowance for Impairment of Receivables  
Allowance for Impairment of Inventories  
Others  
**Sub Total**  
**The Subsidiary**  
Depreciation of Fixed Assets  
Compensation of Fiscal Losses  
Employee Benefit Liabilities  
Allowance for Impairment of Receivables  
**SubTotal**  
**Total**

|                                       | Saldo<br>1 Januari 2021/<br>Balance<br>January 1, 2021 | Dikreditkan/<br>(Dibebankan) ke<br>Laporan Laba Rugi Tahun<br>Berjalan/<br>Credited (Charged) to<br>Statements of Profit or Loss | Penghasilan<br>Komprehensif Lain/<br>Other Comprehensive<br>Income | Saldo<br>31 Desember 2021/<br>Balance<br>December 31, 2021 |
|---------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|
| Liabilitas (Aset) Pajak Tangguhan     |                                                        |                                                                                                                                  |                                                                    |                                                            |
| <b>Perusahaan</b>                     |                                                        |                                                                                                                                  |                                                                    |                                                            |
| 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    | (78,978,210)                                           | 4,239,061                                                                                                                        | --                                                                 | (74,739,149)                                               |
| Penyisihan Penurunan Nilai Persediaan | (6,830,655)                                            | (636,937)                                                                                                                        | --                                                                 | (7,467,592)                                                |
| Lain-lain                             | (10,145,569)                                           | (429,983)                                                                                                                        | --                                                                 | (10,575,552)                                               |
| <b>Sub Total</b>                      | <b>48,427,575</b>                                      | <b>21,153,925</b>                                                                                                                | <b>1,839,386</b>                                                   | <b>71,420,885</b>                                          |
| <b>Entitas Anak</b>                   |                                                        |                                                                                                                                  |                                                                    |                                                            |
| 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)                                                |
| <b>Sub Total</b>                      | <b>3,267,546</b>                                       | <b>1,047,705</b>                                                                                                                 | <b>4,837</b>                                                       | <b>4,320,089</b>                                           |
| <b>Total</b>                          | <b>51,695,121</b>                                      | <b>22,201,630</b>                                                                                                                | <b>1,844,223</b>                                                   | <b>75,740,974</b>                                          |

Deferred Tax Liabilitas (Assets)  
**The Company**  
Depreciation of Fixed Assets  
Compensation of Fiscal Losses  
Employee Benefit Liabilities  
Allowance for Impairment of Receivables  
Allowance for Impairment of Inventories  
Others  
**Sub Total**  
**The Subsidiary**  
Depreciation of Fixed Assets  
Compensation of Fiscal Losses  
Employee Benefit Liabilities  
Allowance for Impairment of Receivables  
**SubTotal**  
**Total**

Pada tanggal 29 Oktober 2021, Pemerintah menetapkan Undang-Undang No.7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan ("UU HPP"). Dalam UU HPP, terdapat penyesuaian tarif pajak penghasilan badan yang berlaku di tahun 2022 dan seterusnya adalah 22% serta perubahan tarif PPN dari 10% menjadi 11%.

Terhadap aset pajak tangguhan diatas telah dilakukan kaji ulang dan kemudian disimpulkan bahwa tidak ada penurunan nilai yang belum diakui.

Rincian rugi fiskal Perusahaan sebagai berikut:

|                   | 2022<br>Rp         | 2021<br>Rp         |
|-------------------|--------------------|--------------------|
| <b>Perusahaan</b> |                    |                    |
| Rugi fiskal 2018  | --                 | 30,785,656         |
| Rugi fiskal 2019  | 23,456,419         | 86,313,984         |
| Rugi fiskal 2020  | 114,210,483        | 114,210,483        |
| Rugi fiskal 2021  | 48,824,571         | --                 |
| <b>Total</b>      | <b>186,491,473</b> | <b>231,310,123</b> |

On October 29, 2021, the Government stipulated Law No. 7 Year 2021 on the Harmonization of Tax Regulations ("HPP Bill"). On this UU HPP, there is an adjustment to the corporate income tax rate applicable in 2022 and beyond, which is 22% and a change in the VAT rate from 10% to 11%.

Against the deferred tax asset has been reviewed and then concluded that no impairment has not been recognized.

The Company's fiscal losses are as follows:

**The Company**  
Fiscal loss 2018  
Fiscal loss 2019  
Fiscal loss 2020  
Fiscal loss 2021

**Total**



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**e. Surat Ketetapan Pajak**

Sampai dengan 31 Desember 2022, Perusahaan telah membayar Surat Tagihan Pajak PPN Wapu Masa Desember 2019 sebesar Rp15.229.283 dan Surat Tagihan Pajak PPN Wapu Masa Maret 2021 sebesar Rp994.238. Perusahaan menerima Surat Tagihan Pajak PPh 23 Masa Agustus 2020 sebesar Rp100.000. Perusahaan juga menerima 33 Surat Ketetapan Pajak atas Hasil Pemeriksaan Pajak Tahun 2018 yang terdiri atas 13 Surat Tagihan Pajak, 15 Surat Ketetapan Pajak Kurang Bayar dan 5 Surat Ketetapan Pajak Nihil dengan total sebesar Rp2.447.123.767.

Pada September 2022, Perusahaan menerima Surat Keputusan Direktur Jenderal Pajak Nomor KEP-00069/SKPPKP/WPJ.19/KP.0303/2022 tentang Pengembalian Pendahuluan Kelebihan Pembayaran Pajak sebesar Rp 766.707.162.

Pada Juni 2022, Entitas Anak menerima Surat Keputusan Direktorat Jendral Pajak Nomor 00052/406/20/308/22 dan 00019/407-20/308/22 tentang pengembalian kelebihan pembayaran pajak sebesar Rp1.924.129.881 untuk tahun pajak 2020

**e. Tax Assessments**

As of December 31, 2022, the Company has paid the Wapu VAT Tax Collection Letter for the December 2019 period amounting to Rp15,229,283 and the VAT Wapu Tax Collection Letter for the March 2021 period amounting to Rp994,238. The company received a letter of claim for PPh 23 for the August 2020 period amounting to Rp100,000. The Company also received 33 Tax Assessment Letters on Tax Audit Results 2018 consisting of 13 Tax Collection Letters, 15 Underpaid Tax Assessment Letters and 5 Zero Tax Assessment Letters with a total of Rp2,447,123,767.

In September 2022, the Company received the Decree of the Director General of Taxes Number KEP-00069/SKPPKP/WPJ.19/KP.0303/2022 regarding the Preliminary Refund of Tax Overpayments amounting to Rp766,707,162.

In June 2022, the Subsidiary received the decree of the director general of taxes number 00052/406/20/308/22 and 00019/407-20/308/22 regarding the refund of tax overpayments for corporate income tax and value added tax amounting Rp1.924.129.881 relating to fiscal year 2020.

**17. Beban Akrua**

**17. Accrued Expenses**

|                       | 2022<br>Rp        | 2021<br>Rp        |                         |
|-----------------------|-------------------|-------------------|-------------------------|
| Listrik               | 14,828,209        | 17,835,752        | Electricity             |
| Beban Bunga           | 12,642,900        | 15,666,210        | Interest Expenses       |
| Jasa Profesional      | 5,510,340         | 974,269           | Professional Fees       |
| Tenaga Kerja          | 1,204,757         | 870,802           | Labor                   |
| Pemeliharaan Pabrik   | 1,062,600         | --                | Factory Maintenance     |
| Sewa Tanah dan Gudang | 170,500           | 2,850,202         | Land and Warehouse Rent |
| Beban Bunga Lainnya   | --                | 325,232           | Other Interest Expenses |
| Lain-lain             | 4,943,474         | 4,211,387         | Others                  |
| <b>Total</b>          | <b>40,362,780</b> | <b>42,733,854</b> | <b>Total</b>            |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**18. Pinjaman Bank Jangka Panjang**

**18. Long-Term Bank Loans**

|                                                                                      | 2022<br>Rp           | 2021<br>Rp           |
|--------------------------------------------------------------------------------------|----------------------|----------------------|
| <b>Kredit Sindikasi</b>                                                              |                      |                      |
| PT Bank Negara Indonesia (Persero) Tbk                                               | 683,400,000          | 827,900,000          |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk                                 | 160,800,000          | 195,300,000          |
| PT Bank Mega Syariah                                                                 | 160,800,000          | 195,800,000          |
| PT Bank Mega                                                                         | 160,800,000          | 195,300,000          |
| PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung                       | 120,600,000          | 146,100,000          |
| PT Bank Pembangunan Daerah Maluku dan Maluku Utara                                   | 40,200,000           | 48,700,000           |
| PT Bank Pembangunan Daerah Bengkulu                                                  | 40,200,000           | 48,700,000           |
| <b>Subtotal</b>                                                                      | <b>1,366,800,000</b> | <b>1,657,800,000</b> |
| Biaya Transaksi yang Belum Diamortisasi                                              | (16,527,114)         | (19,159,194)         |
|                                                                                      | 1,350,272,886        | 1,638,640,806        |
| Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun                              | (93,500,000)         | (53,000,000)         |
| <b>Kredit Sindikasi Bagian Jangka Panjang</b>                                        | <b>1,256,772,886</b> | <b>1,585,640,806</b> |
| <b>Kredit Investasi</b>                                                              |                      |                      |
| PT Bank Mega Syariah                                                                 | 6,440,886            | 12,332,919           |
| Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun                              | (6,166,150)          | (5,854,644)          |
| <b>Kredit Investasi Bagian Jangka Panjang</b>                                        | <b>274,736</b>       | <b>6,478,275</b>     |
|                                                                                      | <b>2022<br/>Rp</b>   | <b>2021<br/>Rp</b>   |
| <b>Surat Utang Jangka Menengah</b>                                                   |                      |                      |
| PT Bank Negara Indonesia (Persero) Tbk                                               | --                   | --                   |
| Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun                              | --                   | --                   |
| <b>Subtotal</b>                                                                      | <b>--</b>            | <b>--</b>            |
| Biaya Transaksi yang Belum Di Amortisasi                                             | --                   | --                   |
| <b>Surat Utang Jangka Menengah Bagian Jangka Panjang</b>                             | <b>--</b>            | <b>--</b>            |
| dalam Satu Tahun                                                                     | (99,666,150)         | (58,854,644)         |
| <b>Jumlah Pinjaman Bank Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo</b> | <b>1,257,047,622</b> | <b>1,592,119,081</b> |

|                                                                |
|----------------------------------------------------------------|
| <b>Syndicated Loan</b>                                         |
| PT Bank Negara Indonesia (Persero) Tbk                         |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk           |
| PT Bank Mega Syariah                                           |
| PT Bank Mega                                                   |
| PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung |
| PT Bank Pembangunan Daerah Maluku dan Maluku Utara             |
| PT Bank Pembangunan Daerah Bengkulu                            |
| <b>Subtotal</b>                                                |
| Unamortized Transaction Cost                                   |
| Less Current Maturities                                        |
| <b>Credit Syndicated Long Term Portion</b>                     |
| <b>Credit Investment</b>                                       |
| PT Bank Mega Syariah                                           |
| Less Current Maturities                                        |
| <b>Credit Investment Long Term Portion</b>                     |
| <b>Medium Term Note</b>                                        |
| PT Bank Negara Indonesia (Persero) Tbk                         |
| Less Current Maturities                                        |
| <b>Subtotal</b>                                                |
| Unamortized Transaction Cost                                   |
| <b>Medium Term Note Long Term Portion</b>                      |
| Maturity in One Year                                           |
| <b>Total Long-Term Bank Loans</b>                              |
| Less Current Maturities                                        |

**Kredit Sindikasi**

Pada tanggal 14 April 2022 berdasarkan Addendum Perjanjian Kredit Sindikasi No. 2 (14), Perusahaan memperoleh persetujuan penurunan tingkat suku bunga kredit dari 9,45% per annum menjadi 9,25% per annum yang berlaku efektif terhitung sejak tanggal 10 Mei 2022.

Pada tanggal 16 Februari 2021 berdasarkan Addendum Perjanjian Kredit Sindikasi No. 14, Perusahaan memperoleh tambahan fasilitas kredit dari PT Bank Pembangunan Daerah Sumatera Selatan dan serta Bangka Belitung ("Bank Sumsel Babel"), PT Bank Mega, PT Bank Mega Syariah, dan PT Bank Pembangunan Daerah Jawa Barat dan

**Syndicated Loan**

On April 14, 2022 based on the Addendum to the Syndicated Credit Agreement No. 2 (14), the Company obtained approval to reduce the loan interest rate from 9.45% per annum to 9.25% per annum which is effective as of May 10, 2022.

On February 16, 2021 based on Addendum Syndicate Credit Agreement No. 14, the Company obtained a credit facility from PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung ("Bank Sumsel Babel"), PT Bank Mega, PT Bank Mega Syariah, dan PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("BJB") with a

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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. Pinjaman ini dijamin dengan tanah, bangunan, sarana pelengkap, mesin, dan peralatan dengan nilai Rp3.395.793.000 (Catatan 11) dan dijamin dengan giro yang dibatasi penggunaannya dengan nilai Rp53.285.870.

Sampai dengan 31 Desember 2022, Perusahaan telah membayar Rp291.000.000. Pembayaran pokok di bulan Februari dan Mei masing - masing sebesar Rp13.250.000 dan Perusahaan melakukan percepatan pembayaran pokok di bulan Agustus dan November 2022 masing masing sebesar Rp140.750.000 dan Rp123.750.000

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. Melakukan investasi (diluar investasi/capital expenditur rutin), penyertaan modal atau pengambilalihan saham pada perusahaan lain.
5. Mengubah bentuk atau status hukum perusahaan.
6. Membagikan deviden kepada pemegang saham.

Kecuali jika telah terdapat persetujuan dari pemegang saham (dalam hal ini Kementerian BUMN).

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%.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

maximum limit of Rp1,700,000,000 in total commitment value from the Creditor is Rp1,700,000,000. This additional loan is used to refinance the construction of projects. This loan is secured by land, buildings, complementary facilities, machinery, and equipment with a value of Rp3,395,793,000 (Note 11) and this loan is secured by restricted giro with value of Rp53,285,870.

As of December 31, 2022, the Company has paid Rp291,000,000. Principal payments in February and May amounted to Rp13,250,000 and the Company accelerated principal payments in August and November 2022 amounting to Rp140,750,000 and Rp123,750,000 respectively

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. Make investments (excluding regular investment/capital expenditures), equity participation or takeover of shares in other companies.
5. Change the form or legal status of the Company.
6. Distribute dividends to shareholders.

Unless there has been approval from the shareholders (in this case the Ministry of SOEs).

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 maximum 2.5 times.
- c. Debt Service Coverage Ratio minimum 100%.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Pada tanggal 31 Desember 2022,  
Perusahaan telah memenuhi rasio keuangan  
tersebut.

As of December 31, 2022, the Company has  
complied with these financial ratio.

Saldo terutang pada akhir periode  
31 Desember 2022 dan 2021 masing-masing  
sebesar adalah sebesar Rp1.366.800.000 dan  
Rp1.657.800.000

The outstanding balance at the end of  
December 31, 2022 and 2021 amounting to  
Rp1,366,800,000 and Rp1,657,800,000,  
respectively.

**Kredit Investasi**

Berdasarkan Perjanjian Penyediaan Fasilitas  
(Wa'd) No.1031/WA'D/BMS/XII/2020 pada  
tanggal 29 Desember 2020, Entitas anak  
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 4,50% per  
tahun dengan jangka waktu hingga 29  
Desember 2023. Pinjaman ini dijamin dengan  
Deposito atas nama PT Semen Baturaja Tbk  
(Catatan 13).

**Investment Credit**

Based on the Facility Provision Agreement  
(Wa'd) No.1031/WA'D/BMS/XII/2020 on  
December 29, 2020, the Subsidiary 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 4.50% per year  
with a period until December 29, 2023. This  
loan is secured with Deposits of PT Semen  
Baturaja Tbk (Note 13).

Sampai dengan 31 Desember 2022, entitas  
anak telah membayar Rp5.892.033. Saldo  
terutang pada akhir periode 31 Desember  
2022 dan 2021 masing-masing sebesar  
Rp6.440.886 dan Rp12.332.919.

Until December 31, 2022, subsidiary has paid  
principal installments of Rp5,892,033. The  
outstanding balance at the end of December  
31, 2022 and 2021 amounting to Rp6,440,886  
and Rp12,332,919, respectively.

**19. Liabilitas Sewa**

**19. Lease Liabilities**

Liabilitas sewa yang terdiri dari:

Lease liabilities is as follows:

|                                       | 2022<br>Rp   | 2021<br>Rp   |                                    |
|---------------------------------------|--------------|--------------|------------------------------------|
| <b><u>Perusahaan</u></b>              |              |              | <b><u>The Company</u></b>          |
| <b>Liabilitas Sewa - Bruto</b>        |              |              | <b>Gross Lease Liabilities</b>     |
| Tidak Lebih dari 1 Tahun              | 11,726,743   | 12,946,150   | Not Later than a Year              |
| Lebih dari 1 Sampai 5 Tahun           | 37,080,518   | 38,011,270   | More than a Year up to 5 Years     |
| Lebih dari 5 Tahun                    | 128,051,074  | 128,235,028  | More than 5 Years                  |
|                                       | 176,858,335  | 179,192,448  |                                    |
| Beban Bunga Keuangan di Masa Depan    | (94,088,571) | (95,506,299) | Future Charges on Lease            |
| Nilai Kini Liabilitas Sewa Pembiayaan | 82,769,764   | 83,686,149   | Present Value of Lease Liabilities |
| <b><u>Entitas Anak</u></b>            |              |              | <b><u>Subsidiary</u></b>           |
| <b>Liabilitas Sewa - Bruto</b>        |              |              | <b>Gross Lease Liabilities</b>     |
| Tidak Lebih dari 1 Tahun              | 78,705       | 7,670,293    | Not Later than a Year              |
| Lebih dari 1 Sampai 5 Tahun           | --           | 437,500      | More than a Year up to 5 Years     |
|                                       | 78,705       | 8,107,793    |                                    |
| Beban Bunga Keuangan di Masa Depan    | (1,412)      | (208,410)    | Future Charges on Lease            |
| Nilai Kini Liabilitas Sewa Pembiayaan | 77,293       | 7,899,383    | Present Value of Lease Liabilities |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                    | 2022<br>Rp         | 2021<br>Rp         |
|------------------------------------|--------------------|--------------------|
| <b>Konsolidasi</b>                 |                    |                    |
| <b>Liabilitas Sewa - bruto</b>     |                    |                    |
| Pembayaran Sewa Minimum            |                    |                    |
| Tidak lebih dari 1 tahun           | 11,805,448         | 20,616,443         |
| Lebih dari 1 sampai 5 tahun        | 37,080,518         | 38,448,770         |
| Lebih dari 5 tahun                 | 128,051,075        | 128,235,028        |
| <b>Total</b>                       | <b>176,937,041</b> | <b>187,300,241</b> |
| Beban Bunga Keuangan di Masa Depan | (94,089,984)       | (95,714,709)       |
| Nilai Kini Liabilitas Sewa         | 82,847,057         | 91,585,532         |
| Dikurangi Bagian Jangka Pendek     | (8,406,639)        | (12,896,986)       |
| <b>Liabilitas Sewa</b>             |                    |                    |
| <b>Jangka Panjang</b>              | <b>74,440,418</b>  | <b>78,688,546</b>  |

|                                    |  |
|------------------------------------|--|
| <b>Consolidation</b>               |  |
| <b>Gross Lease Liabilities</b>     |  |
| Minimum Lease Payment              |  |
| No later than 1 year               |  |
| More than 1 year and up to 5 years |  |
| More than 5 years                  |  |
| <b>Total</b>                       |  |
| Future Charges on Leases           |  |
| Present Value Of Lease Liabilities |  |
| Less Current Portion               |  |
| <b>Finance Lease Liabilities</b>   |  |
| <b>Long Term</b>                   |  |

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 Darma Perkasa, CV Lakshmi Motor, PT Mandiri Tunas Finance, dan 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 Darma Perkasa, CV Lakshmi Motor, PT Mandiri Tunas Finance, and PT Chandra Sakti Utama Leasing.

Beban bunga liabilitas sewa Grup sampai dengan 31 Desember 2022 dan 2021, masing-masing sebesar Rp8.515.404 dan Rp10.485.386.

Interest expenses of the Group's lease liabilities until December 31, 2022 and 2021, amounted to Rp8,515,404 and Rp10,485,386, respectively.

**20. Liabilitas Imbalan Kerja**

**20. Employee Benefit Liabilities**

|                              | 2022<br>Rp         | 2021<br>Rp         |
|------------------------------|--------------------|--------------------|
| <b>Perusahaan</b>            |                    |                    |
| Imbalan Kerja Jangka Pendek  | 32,647,661         | 1,200,000          |
| Imbalan Kerja Jangka Panjang | 61,807,992         | 49,824,670         |
| <b>Entitas Anak</b>          |                    |                    |
| Imbalan Kerja Jangka Pendek  | 436,814            | 343,253            |
| Imbalan Kerja Jangka Panjang | 508,447            | 688,334            |
| <b>Total</b>                 | <b>95,400,914</b>  | <b>52,056,257</b>  |
|                              | <b>2022<br/>Rp</b> | <b>2021<br/>Rp</b> |
| <b>Konsolidasian</b>         |                    |                    |
| Imbalan Kerja Jangka Pendek  | 33,084,475         | 1,543,253          |
| Imbalan Kerja Jangka Panjang | 62,316,439         | 50,513,004         |
| <b>Total</b>                 | <b>95,400,914</b>  | <b>52,056,257</b>  |

|                               |
|-------------------------------|
| <b>The Company</b>            |
| Short - Term Employee Benefit |
| Long - Term Employee Benefit  |
| <b>Subsidiary</b>             |
| Short - Term Employee Benefit |
| Long - Term Employee Benefit  |
| <b>Total</b>                  |

|                               |
|-------------------------------|
| <b>Consolidated</b>           |
| Short - Term Employee Benefit |
| Long - Term Employee Benefit  |
| <b>Total</b>                  |

**Imbalan Kerja Jangka Pendek**

**Short-term Employee Benefit**

|                                              | 2022<br>Rp        | 2021<br>Rp       |
|----------------------------------------------|-------------------|------------------|
| <b>Perusahaan</b>                            |                   |                  |
| Tunjangan Produktivitas dan Seragam Karyawan | 32,647,661        | 1,200,000        |
| Sub Total                                    | 32,647,661        | 1,200,000        |
| <b>Entitas Anak</b>                          |                   |                  |
| Insentif                                     | 436,814           | 343,253          |
| Sub Total                                    | 436,814           | 343,253          |
| <b>Total</b>                                 | <b>33,084,475</b> | <b>1,543,253</b> |

|                                             |
|---------------------------------------------|
| <b>The Company</b>                          |
| Productivity Benefits and Employee Uniforms |
| Sub Total                                   |
| <b>Subsidiary</b>                           |
| Incentive                                   |
| Sub Total                                   |
| <b>Total</b>                                |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**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 PT Semen Baturaja Tbk yang merupakan dana pensiun manfaat pasti yang dikelola oleh pengurus yang terpisah, yang 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 imbalan kerja pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

|                                                    | 2022<br>Rp        | 2021<br>Rp        |
|----------------------------------------------------|-------------------|-------------------|
| Liabilitas Imbalan Pensiun                         | --                | 4,280,201         |
| Liabilitas Imbalan Pesangon                        | 37,681,432        | 26,696,945        |
| Liabilitas Imbalan Cuti dan Penghargaan Masa Kerja | 24,126,560        | 18,847,524        |
| <b>Total</b>                                       | <b>61,807,992</b> | <b>49,824,670</b> |

Beban bersih imbalan kerja pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

|                                                    | 2022<br>Rp       | 2021<br>Rp        |
|----------------------------------------------------|------------------|-------------------|
| Liabilitas Imbalan Pensiun                         | (2,357,190)      | 1,118,747         |
| Liabilitas Imbalan Pesangon                        | 777,110          | 4,206,303         |
| Liabilitas Imbalan Cuti dan Penghargaan Masa Kerja | 11,298,148       | 7,978,243         |
| <b>Total</b>                                       | <b>9,718,068</b> | <b>13,303,293</b> |

**Imbalan Pensiun**

Asumsi aktuarial utama yang digunakan untuk menentukan estimasi liabilitas imbalan kerja karyawan dalam program imbalan pasti pada tanggal 31 Desember 2022 dan 2021, berdasarkan laporan aktuarial independen KKA Riana dan Rekan tanggal 2 Januari 2023 Nomor 3509/I/23/KKA-RM dan 31 Januari 2022 Nomor 542/I/22/KKA-RM, dengan rincian sebagai berikut:

**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 PT Semen Baturaja Tbk Employee Pension Fund which represents defined benefit pension fund managed by separate 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 employee benefit liabilities as of December 31, 2022 and 2021 are as follows:

Pension Benefits Liabilities  
Retirement Benefits Liabilities  
Leave and Services  
Rewards Benefits Liabilities  
**Total**

The net employee benefit expenses as of December 31, 2022 and 2021 are as follows:

Pension Benefits Liabilities  
Retirement Benefits Liabilities  
Leave and Services  
Rewards Benefits Liabilities  
**Total**

**Pension Benefits**

The principal actuarial assumptions used to estimate liabilities for employee benefits under defined benefits plans as of December 31, 2022 and 2021 are based on independent actuarial report of KKA Riana and Partners dated January 2, 2023 Number 3509/I/23/KKA-RM and January 31, 2022, Number 542/I/22/KKA-RM with details are as follows:

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                             |                                                                                                                                                                                                |                           |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Tingkat Mortalita           |                                                                                                                                                                                                | Mortality Rate            |
| - Program Pensiun           | Tabel Mortalitas Indonesia Tahun 2011 (Pria)/<br>Indonesian Mortality Table Year 2011 (Male)                                                                                                   | Pension Plan -            |
|                             | Indonesian Mortality Table Year 2011 (Male)                                                                                                                                                    |                           |
| Usia Pensiun Normal         | 56 Tahun/Years                                                                                                                                                                                 | Normal Retirement Age     |
| Tingkat Cacat               | 1% Dari Tingkat Mortalita/of Mortality Rate                                                                                                                                                    | Disability Rate           |
| Tingkat Kenaikan Gaji       | 5% (2021: 5%) Per Tahun/Per Annum                                                                                                                                                              | Rate of Salary Increase   |
| Tingkat Diskonto Tahunan    |                                                                                                                                                                                                | Annual Discount Rate      |
| - Program Pensiun           | 7,25% (2021: 7,25%) Per Tahun/Per Annum                                                                                                                                                        | Pension Plan -            |
| - Imbalan Kerja Lainnya     | 7,00% (2021: 6,75%) Per Tahun/Per Annum                                                                                                                                                        | Other Employee Benefits - |
| Tingkat Kenaikan Harga Emas | 6% (2021: 6%) Per Tahun/Per Annum                                                                                                                                                              | Gold Price Increase Rate  |
| Tingkat Pengunduran Diri    | 1% Pada Usia 20 Tahun dan Menurun Secara Linear<br>Sampai Dengan 0 (Nol) Pada Usia Pensiun Normal/<br>1% At 20 Years of Age And Reducing Linearly<br>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.

*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.*

Beban imbalan kerja yang dibebankan pada laba rugi adalah sebagai berikut:

*Employee benefits expense recognized in profit or loss are as follows:*

|                                                 | 2022<br>Rp         | 2021<br>Rp       |                                                         |
|-------------------------------------------------|--------------------|------------------|---------------------------------------------------------|
| Biaya Jasa Kini                                 | 513,727            | 487,541          | Current Service Cost                                    |
| Biaya Bunga                                     | 95,679             | 631,206          | Interest Cost                                           |
| Penyesuaian Karena<br>Perubahan Metode Atribusi | (2,966,596)        | --               | Adjustments Due To Changes<br>In The Attribution Method |
| <b>Total</b>                                    | <b>(2,357,190)</b> | <b>1,118,747</b> | <b>Total</b>                                            |

Liabilitas bersih imbalan pensiun yang diakui di laporan posisi keuangan adalah sebagai berikut:

*The net liability for pension benefits recognized in the statements of financial position are as follows:*

|                            | 2022<br>Rp   | 2021<br>Rp       |                                  |
|----------------------------|--------------|------------------|----------------------------------|
| Nilai Kini dari Liabilitas | 63,802,984   | 67,232,669       | Present Value of the Obligations |
| Nilai Wajar Aset           | (69,529,228) | (62,952,468)     | Fair Value of Plan Assets        |
| Dampak Batas Atas Aset     | 5,726,244    | --               | Impact of The Asset Cap          |
| <b>Liabilitas Bersih</b>   | <b>--</b>    | <b>4,280,201</b> | <b>Net Liability</b>             |

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 statements of financial position is as follows:*

|                                                 | 2022<br>Rp  | 2021<br>Rp       |                                                  |
|-------------------------------------------------|-------------|------------------|--------------------------------------------------|
| Liabilitas Bersih pada<br>Awal Tahun            | 4,280,201   | 9,361,154        | Net Liability at the Beginning<br>of the Year    |
| Beban Bersih                                    | (2,357,190) | 1,118,749        | Expense Net                                      |
| Pembayaran Iuran Kerja                          | (1,024,149) | (1,048,488)      | Work Due Payment                                 |
| Pengukuran Kembali Liabilitas<br>(Aset) Pensiun | (898,862)   | (5,151,214)      | Remeasurement of Liabilities<br>(Assets) Pension |
| <b>Liabilitas Bersih pada<br/>Akhir Tahun</b>   | <b>--</b>   | <b>4,280,201</b> | <b>Net Liability at the<br/>End of The Year</b>  |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Mutasi pengukuran kembali atas liabilitas (aset) pensiun masing-masing pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

*Remeasurement of liabilities (assets) pension mutation respectively as of December 31, 2022 and 2021 are as follows:*

|                                | 2022<br>Rp        | 2021<br>Rp        |                       |
|--------------------------------|-------------------|-------------------|-----------------------|
| Saldo Awal                     | 25,557,640        | 30,708,854        | Beginning Balance     |
| Keuntungan (Kerugian) Aktuaria | (898,862)         | (5,151,214)       | Actuarial Gain (Loss) |
| <b>Saldo Akhir</b>             | <b>24,658,778</b> | <b>25,557,640</b> | <b>Ending Balance</b> |

Pada tanggal 31 Desember 2022, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

*As of Desember 31, 2022, sensitivity analysis for actuarial assumptions are as follows:*

| Tingkat Diskonto/<br>Discount Rates                                                                                        |      |            | Kenaikan Gaji di Masa Depan/<br>Future Salary Increases                                                                    |            |          |
|----------------------------------------------------------------------------------------------------------------------------|------|------------|----------------------------------------------------------------------------------------------------------------------------|------------|----------|
| Pengaruh Nilai Kini atas<br>Kewajiban Imbalan Program<br>Dana Pensiun/Effect on<br>Present Value of Benefits<br>Obligation |      |            | Pengaruh Nilai Kini atas<br>Kewajiban Imbalan Program<br>Dana Pensiun/Effect on<br>Present Value of Benefits<br>Obligation |            |          |
| Persentase/<br>Percentage                                                                                                  |      |            | Persentase/<br>Percentage                                                                                                  |            |          |
| Kenaikan                                                                                                                   | 0.5% | 61,382,124 | 0.5%                                                                                                                       | 64,552,122 | Increase |
| Penurunan                                                                                                                  | 0.5% | 66,400,390 | 0.5%                                                                                                                       | 63,089,066 | Decrease |

**Imbalan Pesangon**

Liabilitas bersih imbalan pesangon yang diakui di laporan posisi keuangan adalah sebagai berikut:

**Severance Benefits**

*The net liability for severance benefits obligations recognized in the statements of financial position are as follows:*

|                            | 2022<br>Rp        | 2021<br>Rp        |                                  |
|----------------------------|-------------------|-------------------|----------------------------------|
| Nilai Kini dari Liabilitas | 50,336,371        | 39,684,738        | Present Value of the Obligations |
| Nilai Wajar Aset           | (12,654,939)      | (12,987,793)      | Fair Value of Plan Assets        |
| <b>Liabilitas Bersih</b>   | <b>37,681,432</b> | <b>26,696,945</b> | <b>Net Liability</b>             |

Beban imbalan kerja yang dibebankan pada laba rugi adalah sebagai berikut:

*Severance benefits expense recognized in profit or loss are as follows:*

|                                              | 2022<br>Rp     | 2021<br>Rp       |                                                      |
|----------------------------------------------|----------------|------------------|------------------------------------------------------|
| Biaya Jasa Kini                              | 3,619,747      | 2,496,467        | Current Service Cost                                 |
| Biaya Bunga                                  | 1,594,183      | 1,709,836        | Interest Cost                                        |
| Penyesuaian karena perubahan metode atribusi | (4,436,820)    | --               | Adjustments due to changes in the attribution method |
| <b>Beban Bersih</b>                          | <b>777,110</b> | <b>4,206,303</b> | <b>Net Expense</b>                                   |

Perusahaan menandatangani 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.

*The Company signed agreement with PT Asuransi Jiwa IFG to Management of Post-Employment Benefits Program Commitment for the Company Employee under 2007. The Company had been paid initial premium for funding this program.*

Mutasi pengukuran kembali atas liabilitas (aset) pesangon masing-masing pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

*Remeasurement of liabilities (assets) severance benefits mutation respectively as of December 31, 2022 and 2021 are as follows:*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                 | 2022<br>Rp        | 2021<br>Rp        |
|---------------------------------|-------------------|-------------------|
| Saldo Awal                      | 44,828,504        | 48,038,134        |
| Keuntungan (Kerugian) Aktuarial | 11,480,316        | (3,209,630)       |
| <b>Saldo Akhir</b>              | <b>56,308,820</b> | <b>44,828,504</b> |

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:

Reconciliation of the movement of the liability recognized in the statements of financial position is as follows:

|                                                   | 2022<br>Rp        | 2021<br>Rp        |
|---------------------------------------------------|-------------------|-------------------|
| Liabilitas Bersih pada Awal Tahun                 | 26,696,945        | 26,522,182        |
| Pengukuran Kembali Liabilitas (Aset) Pesangon     | 11,480,316        | (3,209,630)       |
| Beban/(Pembalikan), Bersih                        | 777,110           | 4,206,303         |
| Pembayaran Imbalan Kerja                          | (1,272,939)       | (821,910)         |
| <b>Liabilitas Bersih pada Akhir Periode/Tahun</b> | <b>37,681,432</b> | <b>26,696,945</b> |

Net Liability at the Beginning of the Year  
Remeasurement of Liabilities (Assets) Severance Benefits Expense/(Reversal), Net Employee Benefits Paid  
**Net Liability at the Period/End of the Year**

Program pensiun imbalan pasti memberikan eksposur Grup terhadap risiko aktuarial seperti risiko tingkat bunga dan risiko gaji.

The defined benefit pension plan typically exposes the Group to actuarial risks such as interest rates risk and salary risk.

Risiko Tingkat Bunga

Penurunan suku bunga obligasi akan meningkatkan liabilitas program.

Interest Rate Risk

A decrease in the bond interest rate will increase the plan liability.

Risiko Gaji

Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program itu.

Salary Risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

Pada tanggal 31 Desember 2022, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2022, sensitivity analysis for actuarial assumptions are as follows:

|            | Tingkat Diskonto/<br>Discount Rates |                                                                                                           | Kenaikan Gaji di Masa Depan/<br>Future Salary Increases |                                                                                                           |          |
|------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------|
|            | Persentase/<br>Percentage           | Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/<br>Effect on Present Value of Benefits Obligation | Persentase/<br>Percentage                               | Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/<br>Effect on Present Value of Benefits Obligation |          |
| Kenaikan   | 0.5%                                | 48,053,012                                                                                                | 0.5%                                                    | 52,944,637                                                                                                | Increase |
| Pernurunan | 0.5%                                | 52,768,748                                                                                                | 0.5%                                                    | 47,873,128                                                                                                | Decrease |

Berikut estimasi pembayaran imbalan yang akan jatuh tempo:

The following estimates of the payment of benefits that are due:

|                     | 2022<br>Rp         | 2021<br>Rp         |                    |
|---------------------|--------------------|--------------------|--------------------|
| 1 Tahun             | 2,005,713          | 1,118,403          | 1 Year             |
| 1 - 2 Tahun         | 1,025,716          | 1,663,436          | 1 - 2 Years        |
| 2 - 5 Tahun         | 7,013,069          | 4,266,105          | 2 - 5 Years        |
| Lebih dari 10 Tahun | 193,681,886        | 146,117,020        | More than 10 Years |
| <b>Total</b>        | <b>203,726,384</b> | <b>153,164,963</b> | <b>Total</b>       |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**Cuti Besar dan Penghargaan Masa Kerja**

Beban cuti besar dan penghargaan masa kerja yang dibebankan pada laba rugi adalah sebagai berikut:

|                                  | 2022<br>Rp        | 2021<br>Rp       |
|----------------------------------|-------------------|------------------|
| Biaya Jasa Kini                  | 7,969,037         | 8,084,264        |
| Biaya Bunga                      | 1,247,166         | 1,017,549        |
| (Keuntungan) / Kerugian Aktuaria | 2,081,945         | (1,123,570)      |
| <b>Beban Bersih</b>              | <b>11,298,148</b> | <b>7,978,243</b> |

**Leaves and Gratuity**

Leaves and Gratuity expense recognized in profit or loss are as follows:

Current Service Cost  
Interest Cost  
(Gain) / Loss Actuarial  
**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 statements of financial position is as follows:

|                            | 2022<br>Rp        | 2021<br>Rp        |
|----------------------------|-------------------|-------------------|
| Nilai Kini dari Liabilitas | 24,126,560        | 18,847,524        |
| <b>Liabilitas Bersih</b>   | <b>24,126,560</b> | <b>18,847,524</b> |

Present Value of the Obligations  
**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:

|                                           | 2022<br>Rp        | 2021<br>Rp        |
|-------------------------------------------|-------------------|-------------------|
| Liabilitas Bersih pada Awal Tahun         | 18,847,524        | 15,580,283        |
| Beban/(Pembalikan), Bersih                | 11,298,148        | 7,978,243         |
| Pembayaran Imbalan Kerja                  | (6,019,112)       | (4,711,002)       |
| <b>Liabilitas Bersih pada Akhir Tahun</b> | <b>24,126,560</b> | <b>18,847,524</b> |

Net Liability at the Beginning of the Year  
Expense/(Reversal), Net Employee Benefits Paid  
**Net Liability at the End of the Year**

Pada tanggal 31 Desember 2022, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2022, sensitivity analysis for actuarial assumptions are as follows:

|           | Tingkat Diskonto/<br>Discount Rates |                                                                                                                  | Kenaikan Gaji di Masa Depan/<br>Future Salary Increases |                                                                                                                  |          |
|-----------|-------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------|
|           | Persentase/<br>Percentage           | Pengaruh Nilai Kini atas Kewajiban Imbalan Jangka Panjang Lainnya/Effect on Present Value of Benefits Obligation | Persentase/<br>Percentage                               | Pengaruh Nilai Kini atas Kewajiban Imbalan Jangka Panjang Lainnya/Effect on Present Value of Benefits Obligation |          |
| Kenaikan  | 0.5%                                | 23,503,207                                                                                                       | 0.5%                                                    | 24,851,132                                                                                                       | Increase |
| Pemurunan | 0.5%                                | 24,794,101                                                                                                       | 0.5%                                                    | 23,443,930                                                                                                       | Decrease |

Berikut estimasi pembayaran imbalan yang akan jatuh tempo:

The following estimates of the payment of benefits that are due:

|                     | 2022<br>Rp         | 2021<br>Rp         |                    |
|---------------------|--------------------|--------------------|--------------------|
| 1 Tahun             | 12,671,611         | 6,118,515          | 1 Year             |
| 1 - 2 Tahun         | 4,950,939          | 12,676,820         | 1 - 2 Years        |
| 2 - 5 Tahun         | 30,049,029         | 27,290,078         | 2 - 5 Years        |
| Lebih dari 10 Tahun | 195,794,465        | 196,811,511        | More than 10 Years |
| <b>Total</b>        | <b>243,466,044</b> | <b>242,896,924</b> | <b>Total</b>       |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**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 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.

Jumlah beban sehubungan dengan program ini untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp2.656.598 dan Rp2.209.078.

**Entitas Anak**

**Imbalan Kerja Jangka Panjang**

Entitas anak mengakui penyisihan imbalan kerja yang tidak didanai untuk karyawan yang mencapai usia pension sesuai dengan UU No.13/2003 tanggal 25 Maret 2003. Perhitungan liabilitas estimasi atas imbalan kerja pada 31 Desember 2022 dan 2021 didasarkan pada perhitungan aktuaris independent dengan mempertimbangkan asumsi-asumsi sebagai berikut:

|                                      |                                                                                                                                                                                       |                                        |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| Tingkat Diskonto                     | 7,5% (2021: 7,25%) 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             | 3% Pada Usia 30 Tahun dan Menurun Secara Linear Sampai dengan 0 (Nol) Pada Usia Pensiun Normal/ 3% At 30 Years of Age And Reducing Linearly Down To 0 (Zero) At Normal Retirement Age | Resignation 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 pascakerja yang diakui di laba rugi adalah:

**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 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.

The total expense in relation to these programs during the years ended December 31, 2022 and 2021 amounted to Rp2,656,598 and Rp2,209,078, respectively.

**Subsidiary**

**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, 2022 and 2021 is based on an independent actuary calculation by considering the following assumptions:

Expenses recognized in the profit or loss as follows:

|                                              | 2022<br>Rp    | 2021<br>Rp       |                                                |
|----------------------------------------------|---------------|------------------|------------------------------------------------|
| Beban Jasa Kini                              | 178,856       | 417,572          | Current Service Cost                           |
| Beban Jasa Lalu                              | 22,974        | (799,894)        | Past Service Cost                              |
| Beban Bunga                                  | 39,734        | 75,327           | Interest Expense                               |
| Penyesuaian Karena Perubahan Metode Atribusi | (147,586)     | --               | Adjustment due to Change In Attribution Method |
| <b>Beban Tahun Berjalan</b>                  | <b>93,978</b> | <b>(306,995)</b> | <b>Expense for the Year</b>                    |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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:

|                                          | 2022<br>Rp | 2021<br>Rp |                                             |
|------------------------------------------|------------|------------|---------------------------------------------|
| Nilai Kini Liabilitas yang Tidak Didanai | 508,447    | 688,334    | Present Value of Defined Benefit Obligation |

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:

|                                               | 2022<br>Rp | 2021<br>Rp |                                    |
|-----------------------------------------------|------------|------------|------------------------------------|
| Saldo Awal                                    | 688,334    | 1,017,317  | Beginning Balance                  |
| Penambahan Tahun Berjalan                     | 93,978     | (306,995)  | Addition for the Current Year      |
| Pembayaran Manfaat                            | (48,626)   |            |                                    |
| Keuntungan pada Penghasilan Komprehensif Lain | (225,239)  | (21,988)   | Gain In Other Comprehensive Income |
| Saldo Akhir                                   | 508,447    | 688,334    | Ending Balance                     |

Pada tanggal 31 Desember 2022, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2022, the sensitivity analysis of the actuarial assumptions is as follows:

|           | Tingkat Diskonto/<br>Discount Rates |                                                                                                        | Kenaikan Gaji di Masa Depan/<br>Future Salary Increases |                                                                                                        |          |
|-----------|-------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------|
|           | Persentase/<br>Percentage           | Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation | Persentase/<br>Percentage                               | Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation |          |
| Kenaikan  | 1%                                  | 458,619                                                                                                | 1%                                                      | 571,399                                                                                                | Increase |
| Penurunan | 1%                                  | 565,608                                                                                                | 1%                                                      | 453,016                                                                                                | 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:

|                     | 2022<br>Rp | 2021<br>Rp |                    |
|---------------------|------------|------------|--------------------|
| 1 Tahun             | 10,178     | 48,236     | 1 Year             |
| 2 - 5 Tahun         | 65,454     | 252,819    | 2 - 5 Years        |
| 6 - 10 Tahun        | 826,512    | 932,743    | 6 - 10 Years       |
| Lebih dari 10 Tahun | 8,051,653  | 12,836,756 | More than 10 Years |
| Total               | 8,953,797  | 14,070,554 | Total              |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**21. Provisi Reklamasi dan Pasca Tambang**

**21. Provision For Reclamation and Mine Clouser**

|                                     | 2022<br>Rp        | 2021<br>Rp        |                                            |
|-------------------------------------|-------------------|-------------------|--------------------------------------------|
| Provisi Reklamasi Dan Pasca Tambang | 51,041,268        | 48,070,694        | Provision For Reclamation and Mine Clouser |
| <b>Total</b>                        | <b>51,041,268</b> | <b>48,070,694</b> | <b>Total</b>                               |

**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.

**22. Modal Saham**

**22. Share Capital**

Modal dasar Perusahaan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Authorized capital of the Company as of December 31, 2022 and 2021 are as follows:

| 31 Desember 2022/ December 31, 2022        |                       |                                |                                        |
|--------------------------------------------|-----------------------|--------------------------------|----------------------------------------|
| Nilai Nominal/Par Value                    |                       |                                |                                        |
| Rp100 (dalam Rupiah Penuh/ in full Rupiah) |                       |                                |                                        |
| Jumlah Saham/<br>Number of Shares          | Total /<br>Total      | %<br>Kepemilikan/<br>Ownership |                                        |
| Modal Dasar                                |                       |                                | Authorized Capital                     |
| Saham Seri A (Dwiwarna)                    | 1                     | 100                            | Series A (Dwiwarna) Shares             |
| Saham Seri B                               | 29,999,999,999        | 2,999,999,999,900              | Series B Shares                        |
| Modal Ditempatkan dan Disetor Penuh        | 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                     | 100                            | Series A (Dwiwarna) Shares             |
| PT Semen Indonesia (Persero) Tbk           |                       |                                | PT Semen Indonesia (Persero) Tbk -     |
| Saham Seri B                               | 7,499,999,999         | 749,999,999,900                | Series B Shares                        |
| PT Asuransi Jiwa IFG - Saham Seri B        | 784,084,300           | 78,408,430,000                 | PT Asuransi Jiwa IFG - Series B Share  |
| Suherman Yahya "(Direksi)"                 | 16,098                | 1,609,800                      | Suherman Yahya "(Director)"            |
| Daconi Khotob "(Direksi)"                  | 12,500                | 1,250,000                      | Daconi Khotob "(Director)"             |
| Masyarakat - Saham Seri B                  | 1,648,421,438         | 164,842,143,800                | Public - Series B Share                |
| Jumlah Modal Ditempatkan dan Disetor Penuh | 9,932,534,336         | 993,253,433,600                | Total Issued And Fully Paid Up Capital |
| <b>Jumlah Saham Dalam Portapel</b>         | <b>20,067,465,664</b> | <b>2,006,746,566,400</b>       | <b>Total Share in Portfolio</b>        |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

| 31 Desember 2021/ December 31, 2021        |                                   |                   |                                        |
|--------------------------------------------|-----------------------------------|-------------------|----------------------------------------|
| Nilai Nominal/Par Value                    |                                   |                   |                                        |
| Rp100 (dalam Rupiah Penuh/ in full Rupiah) |                                   |                   |                                        |
|                                            | Jumlah Saham/<br>Number of Shares | Total /<br>Total  | %<br>Kepemilikan/<br>Ownership         |
| Modal Dasar                                |                                   |                   | Authorized Capital                     |
| Saham Seri A (Dwiwarna)                    | 1                                 | 100               | Series A (Dwiwarna) Shares             |
| Saham Seri B                               | 29,999,999,999                    | 2,999,999,999,900 | Series B Shares                        |
| Modal Ditempatkan dan Disetor Penuh        | 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                                 | 100               | Series A (Dwiwarna) Shares             |
| Kementrian BUMN                            |                                   |                   | Ministry of State Owned Enterprises -  |
| Saham Seri B                               | 7,499,999,999                     | 749,999,999,900   | Series B Shares                        |
| PT Asuransi Jiwa IFG - Saham Seri B        | 913,172,000                       | 91,317,200,000    | PT Asuransi Jiwa IFG - Series B Share  |
| Amrullah "(Direksi)"                       | 114,500                           | 11,450,000        | Amrullah "(Director)"                  |
| Daconi "(Direksi)"                         | 12,500                            | 1,250,000         | Daconi "(Director)"                    |
| Masyarakat - Saham Seri B                  | 1,519,235,336                     | 151,923,533,600   | Public - Series B Share                |
| Jumlah Modal Ditempatkan dan Disetor Penuh | 9,932,534,336                     | 993,253,433,600   | Total Issued And Fully Paid Up Capital |
| Jumlah Saham Dalam Portapel                | 20,067,465,664                    | 2,006,746,566,400 | Total Share in Portfolio               |

Berdasarkan Akta Notaris Aulia Taufani, S.H., No. 15 tanggal 19 Desember 2022 Pemerintah Indonesia resmi melakukan inbreng saham dengan mengalihkan saham Negara Republik Indonesia ("Negara RI") sejumlah 7.499.999.999 saham Seri B dengan nilai seluruhnya sebesar Rp2.848.672.369.646 atau mewakili 75,51% dari seluruh modal ditempatkan dan disetor penuh dalam Semen Baturaja ke dalam saham SIG, sebagai kelanjutan Program Integrasi BUMN Sub Klaster Semen melalui proses Hak Memesan Efek Terlebih Dahulu (HMETD).

Berdasarkan surat Nomor 47/DIR/AJIFG/K/INV/II/2022 tanggal 11 Januari 2022. PT Asuransi Jiwa IFG telah menerima transfer aset berupa kepemilikan saham atas PT Asuransi Jiwasraya 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.

Based on Deed of Notary Aulia Taufani, S.H., No. 15 dated December 19, 2022 The Government of Indonesia officially inbreng shares by transferring the shares of the Republic of Indonesia ("Negara RI") in the amount of 7,499,999,999 Series B shares with a total value of IDR 2,848,672,369,646 or representing 75.51% of the total issued capital and fully paid in Semen Baturaja into SIG shares, as a continuation of the Cement Sub Cluster SOE Integration Program through the Pre-emptive Rights (HMETD) process.

Based on letter Number 47/DIR/AJIFG/K/INV/II/2022 dated January 11, 2022. PT Asuransi Jiwa IFG has received an asset transfer in the form of share ownership of PT Asuransi Jiwasraya 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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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.

**23. Tambahan Modal Disetor**

Tambahan modal disetor Perusahaan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

|                          | 2022<br>Rp           |
|--------------------------|----------------------|
| Agio Saham               | 1,312,128,287        |
| Biaya Emisi Efek Ekuitas | (41,521,502)         |
| <b>Bersih</b>            | <b>1,270,606,785</b> |

**23. Additional Paid-in Capital**

Additional paid-in capital of the Company as of December 31, 2022 and 2021 are as followed:

|  | 2021<br>Rp           |               |
|--|----------------------|---------------|
|  | 1,312,128,287        | Share Premium |
|  | (41,521,502)         | Emission Fee  |
|  | <b>1,270,606,785</b> | <b>Net</b>    |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**24. Penggunaan Saldo Laba**

**24. Distribution of Retained Earnings**

Penggunaan saldo laba pada tanggal  
31 Desember 2022 dan 2021 sebagai berikut:

Use of retained earnings as of December 31,  
2022 and 2021 as follows:

|              | 2022<br>Rp        | 2021<br>Rp        |              |
|--------------|-------------------|-------------------|--------------|
| Cadangan     | 49,398,633        | 15,626,536        | Reserve      |
| <b>Total</b> | <b>49,398,633</b> | <b>15,626,536</b> | <b>Total</b> |

**25. Kepentingan Nonpengendali**

**25. Non-Controlling Interests**

a. Kepentingan nonpengendali atas ekuitas  
entitas anak

a. Non-controlling interests in equity of subsidiary

|                         | 2022<br>Rp      | 2021<br>Rp      |                         |
|-------------------------|-----------------|-----------------|-------------------------|
| PT Baturaja Multi Usaha | (13,546)        | (14,531)        | PT Baturaja Multi Usaha |
| <b>Total</b>            | <b>(13,546)</b> | <b>(14,531)</b> | <b>Total</b>            |

b. Bagian laba (rugi) yang diatribusikan  
kepada kepentingan nonpengendali

b. Profit (loss) attributable to non-controlling  
interests

|                         | 2022<br>Rp | 2021<br>Rp   |                         |
|-------------------------|------------|--------------|-------------------------|
| PT Baturaja Multi Usaha | 875        | 1,595        | PT Baturaja Multi Usaha |
| <b>Total</b>            | <b>875</b> | <b>1,595</b> | <b>Total</b>            |

**26. Pendapatan**

**26. Revenues**

|                                                     | 2022<br>Rp           | 2021<br>Rp           |                                             |
|-----------------------------------------------------|----------------------|----------------------|---------------------------------------------|
| <b>Penjualan pada Pihak Ketiga</b>                  |                      |                      | <b>Sales to Third Parties</b>               |
| Penjualan Semen Kantong                             | 1,620,426,999        | 1,560,718,350        | Sales of Bagging Cement                     |
| Penjualan Semen Curah                               | 227,644,731          | 151,923,486          | Sales of Bulk Cement                        |
| Jasa Pengangkutan                                   | 1,860,632            | 4,730,799            | Transportation Services                     |
| Penjualan Terak                                     | --                   | 3,213,146            | Sales of Clinker                            |
| Penjualan Mortar                                    | 14,319               | 44,818               | Sales of Mortar                             |
| Lain-Lain                                           | 3,097                | 163,539              | Others                                      |
| <b>Subtotal</b>                                     | <b>1,849,949,778</b> | <b>1,720,794,138</b> | <b>Subtotal</b>                             |
| <b>Penjualan pada Pihak Berelasi (catatan 36.I)</b> |                      |                      | <b>Sales to Related Parties (Note 36.I)</b> |
| <b>Penjualan Semen Curah</b>                        |                      |                      | <b>Sales of Bulk Cement</b>                 |
| PT Wijaya Karya Beton Tbk                           | --                   | 177,497              | PT Wijaya Karya Beton Tbk                   |
| <b>Subtotal</b>                                     | <b>--</b>            | <b>177,497</b>       | <b>Subtotal</b>                             |
| <b>Penjualan White Clay</b>                         |                      |                      | <b>Sales of White Clay</b>                  |
| PT Pupuk Sriwijaya                                  | 31,817,578           | 30,614,135           | PT Pupuk Sriwijaya                          |
| <b>Total</b>                                        | <b>1,881,767,356</b> | <b>1,751,585,770</b> | <b>Total</b>                                |

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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Rincian penjualan yang melebihi 10% dari jumlah penjualan untuk periode-periode yang berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

*Details of distributors who supplied more than 10% of selling for the periods ended on December 31, 2022 and 2021 are as follows:*

|                       | 2022<br>Rp         | 2021<br>Rp        |                       |
|-----------------------|--------------------|-------------------|-----------------------|
| CV Samudra Panca Jaya | 125,911,265        | 98,381,199        | CV Samudra Panca Jaya |
| <b>Total</b>          | <b>125,911,265</b> | <b>98,381,199</b> | <b>Total</b>          |

**27. Beban Pokok Penjualan**

**27. Cost of Goods Sold**

|                                       | 2022<br>Rp           | 2021 *)<br>Rp      |                               |
|---------------------------------------|----------------------|--------------------|-------------------------------|
| Bahan Bakar & Listrik                 | 355.776.205          | 334.094.777        | Fuel & Electricity            |
| Bahan Baku & Penolong                 | 258.985.731          | 219.196.625        | Raw Material and Supplies     |
| Depresiasi dan Amortisasi             | 135.484.844          | 140.767.905        | Depreciation and Amortization |
| Tenaga Kerja                          | 109.793.477          | 108.430.644        | Labor Costs                   |
| Pabrikasi Lainnya                     | 163.556.451          | 186.214.873        | Other Manufacture Expenses    |
| Subtotal                              | 1.023.596.708        | 988.704.824        | Subtotal                      |
| <b>Persediaan Barang Dalam Proses</b> |                      |                    | <b>Work in Process</b>        |
| Persediaan Awal                       | 43.363.949           | 38.920.275         | Beginning Balance             |
| Persediaan Akhir                      | (33.660.488)         | (43.363.949)       | Ending Balance                |
| Beban Pokok Produksi                  | 1.033.300.169        | 984.261.150        | Cost of Goods Manufacture     |
| <b>Persediaan Barang Jadi</b>         |                      |                    | <b>Finished Goods</b>         |
| Persediaan Awal                       | 18.997.847           | 10.256.755         | Beginning Balance             |
| Persediaan Akhir                      | (13.679.058)         | (18.997.847)       | Ending Balance                |
| <b>Beban Pokok Penjualan</b>          | <b>1.038.618.958</b> | <b>975.520.058</b> | <b>Cost of Goods Sold</b>     |

\*) lihat catatan 41

\*) see note 41

Rincian pemasok yang melebihi 10% dari jumlah pembelian untuk periode periode yang berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

*Details of suppliers who supplied more than 10% of purchasing for the periods ended December 31, 2022 and 2021 are as follows:*

|                                        | 2022<br>Rp         | %             | 2021<br>Rp         | %             |                                        |
|----------------------------------------|--------------------|---------------|--------------------|---------------|----------------------------------------|
| PT Perusahaan Listrik Negara (Persero) | 184,759,916        | 24.02%        | 180,955,509        | 17.84%        | PT Perusahaan Listrik Negara (Persero) |
| PT Bukit Asam Tbk                      | 143,939,061        | 18.71%        | 121,858,961        | 12.01%        | PT Bukit Asam Tbk                      |
| <b>Total</b>                           | <b>328,698,977</b> | <b>42.73%</b> | <b>302,814,470</b> | <b>29.85%</b> | <b>Total</b>                           |
| <b>% dari Jumlah Pembelian</b>         | <b>42.73%</b>      |               | <b>29.85%</b>      |               | <b>% of Total Purchases</b>            |

Lihat Catatan 34 untuk rincian informasi mengenai pihak berelasi.

*Refer to Note 34 for details information of related parties.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**28. Beban Penjualan**

**28. Selling Expenses**

|                                                  | 2022<br>Rp         | 2021 *)<br>Rp      |                                                   |
|--------------------------------------------------|--------------------|--------------------|---------------------------------------------------|
| Pengangkutan dan Distribusi                      | 246.505.152        | 227.194.133        | Freight and Distribution                          |
| Gaji, Upah dan Tunjangan                         | 46.293.733         | 39.596.762         | Salaries, Wages and Allowances                    |
| Promosi                                          | 18.870.473         | 49.897.526         | Promotion                                         |
| Penyusutan dan Amortisasi<br>(Catatan 11 dan 12) | 6.056.282          | 5.246.963          | Depreciation and Amortization<br>(Note 11 and 12) |
| Jasa Profesional                                 | 4.651.243          | 6.439.112          | Professional Services                             |
| Beban Pemeliharaan                               | 1.377.324          | 785.596            | Maintenance Expenses                              |
| Perjalanan Dinas                                 | 1.204.163          | 510.534            | Business Trip                                     |
| Sewa                                             | 556.493            | 321.800            | Rent                                              |
| Telekomunikasi dan Alat Tulis Kantor             | 485.917            | 354.160            | Telecommunication and Stationery                  |
| Lain-lain                                        | 1.595.543          | 1.006.118          | Others                                            |
| <b>Total</b>                                     | <b>327.596.323</b> | <b>331.352.704</b> | <b>Total</b>                                      |

\*) lihat catatan 41

\*) see note 41

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.

**29. Beban Umum dan Administrasi**

**29. General and Administrative Expenses**

|                                                  | 2022<br>Rp         | 2021 *)<br>Rp      |                                                   |
|--------------------------------------------------|--------------------|--------------------|---------------------------------------------------|
| Gaji, Upah dan Tunjangan                         | 133.330.058        | 116.542.974        | Salaries, Wages and Allowance                     |
| Penyusutan dan Amortisasi<br>(Catatan 11 dan 12) | 33.692.636         | 35.630.246         | Depreciation and Amortization<br>(Note 11 and 12) |
| Jasa Profesional                                 | 29.591.424         | 30.123.885         | Professional Fee                                  |
| Denda Pajak, Asuransi dan Sewa                   | 15.475.723         | 13.055.900         | Taxes Penalty, Insurance and Rent                 |
| Telekomunikasi dan Koordinasi                    | 8.379.005          | 7.480.497          | Telecommunication and Coordination                |
| Beban Pemeliharaan                               | 6.609.830          | 7.443.824          | Maintenance                                       |
| Perjalanan Dinas                                 | 5.619.737          | 5.110.411          | Business Trip                                     |
| Alat Tulis Kantor                                | 4.871.439          | 4.341.354          | Stationery                                        |
| Keamanan                                         | 4.509.330          | 3.448.169          | Security                                          |
| Listrik dan Air                                  | 3.500.644          | 3.589.503          | Electricity and Water                             |
| Rapat Dinas                                      | 2.748.026          | 1.998.776          | Meeting                                           |
| Sumbangan                                        | 2.722.094          | 1.905.836          | Donation                                          |
| Diklat dan Pengadaan Pegawai                     | 1.020.217          | 1.025.937          | Training and Recruitment                          |
| Pembinaan Jasmani dan Rohani                     | 816.915            | 770.258            | Mental and Physical Development                   |
| Penelitian dan Pengembangan                      | 555.707            | 675.357            | Research and Development                          |
| Lain-lain                                        | 5.966.004          | 3.940.026          | Others                                            |
| <b>Total</b>                                     | <b>259.408.789</b> | <b>237.082.953</b> | <b>Total</b>                                      |

\*) lihat catatan 41

\*) see note 41

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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**30. Pendapatan (Beban) Operasi Lainnya**

**30. Others Operating Income (Expenses)**

|                                       | 2022<br>Rp        | 2021 *)<br>Rp     |                                                       |
|---------------------------------------|-------------------|-------------------|-------------------------------------------------------|
| Pendapatan Jasa Pengelolaan Limbah B3 | 6.427.865         | 8.988.416         | Income From B3 Waste Management Services              |
| Pendapatan Lainnya                    | 400.473           | 1.623.268         | Other Income                                          |
| Pendapatan Klaim dan Denda            | 1.871.962         | 1.685.585         | Claim Revenue and Penalties                           |
| Pendapatan Klaim Asuransi & Jaminan   | 1.521.000         | 136.910           | Insurance & Guarantee Claim Income                    |
| Pendapatan Penjualan Aset Tetap       | 146.632           | 303.866           | Fixed Asset Sales Income                              |
| <b>Subtotal</b>                       | <b>10.367.932</b> | <b>12.738.045</b> | <b>Subtotal</b>                                       |
| Beban Lainnya                         | (2.517.477)       | (236.372)         | Others Expenses                                       |
| Cadangan Kerugian Penurunan Nilai     | (1.949.148)       | 15.186.745        | Allowance For Impairment Losses                       |
| Laba (Rugi) Selisih Kurs Transaksi    | (317.098)         | (172.805)         | Gain (Losses) from Foreign Exchange Rate Transactions |
| <b>Total</b>                          | <b>5.584.208</b>  | <b>27.515.613</b> | <b>Total</b>                                          |

\*) lihat catatan 41

\*) see note 41

**31. Pendapatan Keuangan**

**31. Finance Income**

|                           | 2022<br>Rp        | 2021 *)<br>Rp     |                                 |
|---------------------------|-------------------|-------------------|---------------------------------|
| Pendapatan Bunga Deposito | 9.886.895         | 11.091.227        | Interest Income from Deposits   |
| Pendapatan Jasa Giro      | 1.768.949         | 3.307.097         | Income on Current Accounts      |
| Laba(Rugi) Selisih Kurs   | 34.830            | (281.462)         | Gain (Loss) on Foreign Exchange |
| <b>Total</b>              | <b>11.690.674</b> | <b>14.116.862</b> | <b>Total</b>                    |

\*) lihat catatan 41

\*) see note 41

**32. Beban Keuangan**

**32. Finance Expenses**

|                           | 2022<br>Rp         | 2021<br>Rp         |                               |
|---------------------------|--------------------|--------------------|-------------------------------|
| Beban Bunga Pinjaman Bank | 149,084,242        | 154,755,556        | Interest Expense of Bank Loan |
| Beban Bunga Sewa          | 8,515,404          | 10,485,386         | Financial Lease Interest      |
| Beban Bunga Lainnya       | 551,478            | 9,614,067          | Other Interest Expenses       |
| Beban Bunga Pinjaman MTN  | --                 | 5,500,000          | Interest Expense of MTN       |
| <b>Total</b>              | <b>158,151,124</b> | <b>180,355,009</b> | <b>Total</b>                  |

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.

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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**33. Laba Per Saham**

**33. Earnings Per Share**

|                                                                                            | 2022<br>Rp     | 2021<br>Rp     |
|--------------------------------------------------------------------------------------------|----------------|----------------|
| Laba yang dapat Diatribusikan<br>Kepada Pemilik Entitas Induk<br>(Dinyatakan Rupiah Penuh) | 94,827,013,544 | 46,704,296,109 |
| Jumlah Rata-Rata Tertimbang Saham<br>Biasa untuk Perhitungan Laba<br>Per Saham Dasar       | 9,932,534,336  | 9,932,534,336  |
| <b>Laba Bersih Per Saham<br/>(Rupiah Penuh)</b>                                            | <b>10</b>      | <b>5</b>       |

Profit Attributable to  
the Equity Holders of Parent Entity  
(in Full Amount)  
Weight Average Number of Ordinary  
Shares for the Computation  
of Basic Earnings Per Share  
**Net Profit Per Share  
(Full Amount)**

Perusahaan tidak menghitung laba per saham  
dilusian karena Perusahaan tidak mempunyai  
efek berpotensi dilusian.

The Company did not calculate diluted  
earnings per share because there was no  
identified effect or dilutive potential ordinary  
share.

**34. Transaksi dengan Pihak Berelasi**

**34. 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:

|                                           | 2022<br>Rp         | 2021<br>Rp         |
|-------------------------------------------|--------------------|--------------------|
| <b>a. Kas dan Setara Kas</b>              |                    |                    |
| <b>Kas di Bank</b>                        |                    |                    |
| <b>Rupiah</b>                             |                    |                    |
| PT Bank Mandiri (Persero) Tbk             | 54,227,538         | 44,018,478         |
| PT Bank Negara Indonesia<br>(Persero) Tbk | 11,045,409         | 62,551,866         |
| PT Bank Rakyat Indonesia<br>(Persero) Tbk | 4,675,408          | 2,985,581          |
| PT Bank Syariah Indonesia Tbk             | 2,294,834          | 1,292,598          |
| <b>Subtotal</b>                           | <b>72,243,189</b>  | <b>110,848,523</b> |
| <b>Dollar</b>                             |                    |                    |
| PT Bank Negara Indonesia<br>(Persero) Tbk | 330,854            | 299,962            |
| PT Bank Mandiri (Persero) Tbk             | --                 | 925                |
| <b>Subtotal</b>                           | <b>330,854</b>     | <b>300,887</b>     |
| <b>Total</b>                              | <b>72,574,043</b>  | <b>111,149,410</b> |
| Persentase terhadap Jumlah Aset           | 1.39%              | 2.11%              |
| <b>b. Deposito Berjangka</b>              |                    |                    |
| PT Bank Rakyat Indonesia<br>(Persero) Tbk | 240,000,000        | 175,000,000        |
| PT Bank Syariah Indonesia Tbk             | 115,000,000        | 30,000,000         |
| PT Bank Mandiri (Persero) Tbk             | 80,000,000         | --                 |
| PT Bank Negara Indonesia<br>(Persero) Tbk | 5,000,000          | 20,000,000         |
| <b>Total</b>                              | <b>440,000,000</b> | <b>225,000,000</b> |
| Persentase terhadap Jumlah Aset           | 8.44%              | 4.27%              |
| <b>c. Piutang Usaha</b>                   |                    |                    |
| PT Pupuk Sriwijaya                        | 8,260,799          | 4,774,632          |
| PT Varia Usaha Beton                      | 156,731            | 266,716            |
| PT Semen Indogreen Sentosa                | --                 | 11,404,429         |
| <b>Total</b>                              | <b>8,417,530</b>   | <b>16,445,777</b>  |
| Persentase terhadap Jumlah Aset           | 0.16%              | 0.31%              |

**a. Cash and Cash Equivalents**  
**Cash in Bank**  
**Rupiah**

PT Bank Mandiri (Persero) Tbk  
PT Bank Negara Indonesia  
(Persero) Tbk  
PT Bank Rakyat Indonesia  
(Persero) Tbk  
PT Bank Syariah Indonesia Tbk

**Subtotal**

**Dollar**

PT Bank Negara Indonesia  
(Persero) Tbk  
PT Bank Mandiri (Persero) Tbk

**Subtotal**

**Total**

Percentage to Total Assets

**b. Time Deposits**

PT Bank Rakyat Indonesia  
(Persero) Tbk  
PT Bank Syariah Indonesia Tbk  
PT Bank Mandiri (Persero) Tbk  
PT Bank Negara Indonesia  
(Persero) Tbk

**Total**

Percentage to Total Assets

**c. Trade Receivables**

PT Pupuk Sriwijaya  
PT Varia Usaha Beton  
PT Semen Indogreen Sentosa

**Total**

Percentage to Total Assets



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                           | 2022<br>Rp         | 2021<br>Rp        |
|-------------------------------------------|--------------------|-------------------|
| <b>d. Piutang Lain-Lain</b>               |                    |                   |
| PT Pertamina EP                           | 2,841,773          | --                |
| <b>Total</b>                              | <b>2,841,773</b>   | <b>--</b>         |
| Persentase terhadap Jumlah Aset           | 0.05%              | 0.00%             |
| <b>e. Aset Keuangan Lancar Lainnya</b>    |                    |                   |
| PT Bank Syariah Indonesia Tbk             | 130,928            | 50,904            |
| PT Bank Rakyat Indonesia (Persero) Tbk    | 128,099            | 119,041           |
| PT Bank Negara Indonesia (Persero) Tbk    | 288                | 17,769            |
| PT Bank Mandiri (Persero) Tbk             | 70,615             | 133               |
| <b>Total</b>                              | <b>329,930</b>     | <b>187,847</b>    |
| Persentase terhadap Jumlah Aset           | 0.01%              | 0.00%             |
| <b>f. Aset Tidak Lancar Lainnya</b>       |                    |                   |
| PT Bank Negara Indonesia (Persero) Tbk    | 53,335,870         | 50,582,200        |
| PT Bank Mandiri (Persero) Tbk             | 99,885             | 99,885            |
| <b>Total</b>                              | <b>53,435,755</b>  | <b>50,682,085</b> |
| Persentase terhadap Jumlah Aset           | 1.03%              | 0.96%             |
| <b>g. Biaya Dibayar di Muka</b>           |                    |                   |
| PT BRI Asuransi Indonesia                 | 19,159,330         | --                |
| PT BRI Life                               | 683,482            | 1,053,730         |
| PT Asuransi Jasa Indonesia (Persero)      | --                 | 785,982           |
| <b>Total</b>                              | <b>19,842,812</b>  | <b>1,839,712</b>  |
| Persentase terhadap Jumlah Aset           | 0.38%              | 0.03%             |
| <b>h. Uang Jaminan</b>                    |                    |                   |
| PT Perusahaan Listrik Negara (Persero)    | 17,861,760         | 17,861,760        |
| Persentase terhadap Jumlah Aset           | 0.34%              | 0.34%             |
| <b>i. Utang Usaha</b>                     |                    |                   |
| PT Bukit Asam Tbk                         | 64,733,806         | 32,180,322        |
| PT Pos Logistik                           | 17,400,869         | 27,931,440        |
| PT Baturaja Daya Insani                   | 17,080,907         | 5,274,950         |
| PT Petrokimia Gresik                      | 5,698,844          | 4,273,366         |
| PT Dahana (Persero)                       | 4,931,646          | 3,923,500         |
| PT Kereta Api Indonesia (Persero)         | 4,610,719          | 5,693,338         |
| PT Kereta Api Logistik                    | 2,724,979          | 2,810,561         |
| PT Pasoka Sumber Karya                    | 2,532,002          | 2,691,006         |
| PT Pelabuhan Tanjung Priok                | 781,786            | 639,165           |
| PT Telekomunikasi Indonesia (Persero) Tbk | 351,538            | 525,319           |
| PT Indonesia Comnets Plus                 | 189,442            | 195,320           |
| PT Telemedia Dinamika Sarana              | 140,180            | 69,300            |
| PT Sucofindo (Persero)                    | 64,900             | 87,100            |
| Koperasi Karyawan Semen Baturaja          | 14,675             | 16,057            |
| PT Semen Indonesia Distributor            | --                 | 2,738,934         |
| PT Industri Kemasan Semen Gresik          | --                 | 904,360           |
| PT Surveyor Indonesia (Persero)           | --                 | 131,570           |
| PT Sigma Cipta Caraka                     | --                 | 75,555            |
| <b>Total</b>                              | <b>121,256,293</b> | <b>90,161,163</b> |
| Persentase terhadap Jumlah Liabilitas     | 5.71%              | 3.97%             |
| <b>j. Utang Lain-lain</b>                 |                    |                   |
| PT BRI Asuransi Indonesia                 | 20,200,527         | --                |
| RS Pelabuhan Palembang                    | 599,898            | --                |
| PT Aneka Tambang (Persero) Tbk            | 484,446            | --                |
| PT Asuransi Jiwa IFG                      | 59,963             | 59,963            |
| PT Bio Farma (Persero)                    | 18,414             | 26,374            |
| PT Asuransi Jasa Indonesia (Persero)      | 8,931              | 3,809             |
| PT Asuransi Kredit Indonesia              | 878                | 878               |
| DPLK BNI                                  | --                 | 238,256           |
| PT Pertamina Bina Medika                  | --                 | 1,890             |
| <b>Total</b>                              | <b>21,373,056</b>  | <b>331,170</b>    |
| Persentase terhadap Jumlah Liabilitas     | 1.01%              | 0.01%             |

**d. Other Receivables**  
PT Pertamina EP  
**Total**  
Percentage to Total Assets

**e. Other Financial Current Assets**  
PT Bank Syariah Indonesia Tbk  
PT Bank Rakyat Indonesia (Persero) Tbk  
PT Bank Negara Indonesia (Persero) Tbk  
PT Bank Mandiri (Persero) Tbk  
**Total**  
Percentage to Total Assets

**f. Other Non Current Assets**  
PT Bank Negara Indonesia (Persero) Tbk  
PT Bank Mandiri (Persero) Tbk  
**Total**  
Percentage to Total Assets

**g. Prepaid Expenses**  
PT BRI Asuransi Indonesia  
PT BRI Life  
PT Asuransi Jasa Indonesia (Persero)  
**Total**  
Percentage to Total Assets

**h. Cash Deposits**  
PT Perusahaan Listrik Negara (Persero)  
Percentage to Total Assets

**i. Trade Payables**  
PT Bukit Asam Tbk  
PT Pos Logistik  
PT Baturaja Daya Insani  
PT Petrokimia Gresik  
PT Dahana (Persero)  
PT Kereta Api Indonesia (Persero)  
PT Kereta Api Logistik  
PT Pasoka Sumber Karya  
PT Pelabuhan Tanjung Priok  
PT Telekomunikasi Indonesia (Persero) Tbk  
PT Indonesia Comnets Plus  
PT Telemedia Dinamika Sarana  
PT Sucofindo (Persero)  
Koperasi Karyawan Semen Baturaja  
PT Semen Indonesia Distributor  
PT Industri Kemasan Semen Gresik  
PT Surveyor Indonesia (Persero)  
PT Sigma Cipta Caraka  
**Total**  
Percentage to Total Liabilities

**j. Other Current Liabilities**  
PT BRI Asuransi Indonesia  
RS Pelabuhan Palembang  
PT Aneka Tambang (Persero) Tbk  
PT Asuransi Jiwa IFG  
PT Bio Farma (Persero)  
PT Asuransi Jasa Indonesia (Persero)  
PT Asuransi Kredit Indonesia  
DPLK BNI  
PT Pertamina Bina Medika  
**Total**  
Percentage to Total Liabilities

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                               | 2022<br>Rp         | 2021<br>Rp         |
|-----------------------------------------------|--------------------|--------------------|
| <b>k. Beban Akrua</b>                         |                    |                    |
| PT Perusahaan Listrik Negara<br>(Persero)     | 14,828,209         | 17,835,752         |
| PT Bank Negara Indonesia<br>(Persero) Tbk     | 6,321,450          | 7,814,123          |
| PT Kereta Api Indonesia (Persero)             | 170,500            | 2,850,203          |
| <b>Total</b>                                  | <b>21,320,159</b>  | <b>28,500,078</b>  |
| Persentase terhadap<br>Jumlah Liabilitas      | 1.00%              | 1.25%              |
| <b>l. Penjualan</b>                           |                    |                    |
| PT Pupuk Sriwijaya<br>(White Clay)            | 31,817,578         | 30,614,135         |
| PT Wijaya Karya Beton Tbk                     | --                 | 177,497            |
| <b>Total</b>                                  | <b>31,817,578</b>  | <b>30,791,632</b>  |
| Persentase terhadap<br>Jumlah Penjualan       | 1.69%              | 1.76%              |
| <b>m. Pembelian Produk dan Jasa</b>           |                    |                    |
| PT BRI Asuransi Indonesia                     | 20,200,527         | --                 |
| PT Baturaja Daya Insani                       | 17,080,907         | 5,274,949          |
| PT Dahana (Persero)                           | 4,931,646          | 3,923,500          |
| PT Pelabuhan Tanjung Priok                    | 781,786            | 639,165            |
| PT Telkom Indonesia (Persero)                 | 351,538            | 525,319            |
| PT Sucofindo (Persero)                        | 64,900             | 64,900             |
| PT Asuransi Jasa Indonesia                    | --                 | 3,809              |
| PT Sucofindo Cabang<br>Palembang              | 64,900             | 87,100             |
| PT Surveyor Indonesia (Persero)               | --                 | 131,570            |
| Subtotal                                      | 43,476,204         | 10,650,312         |
| <b>Pembelian Bahan Baku<br/>dan Penunjang</b> |                    |                    |
| PT Bukit Asam Tbk                             | 143,939,061        | 121,858,961        |
| PT Petrokimia Gresik                          | 8,317,562          | 8,395,154          |
| PT Semen Indonesia Distributor                | 7,004,600          | 3,458,861          |
| PT Industri Kemasan<br>Semen Gresik           | 786,830            | 5,934,000          |
| Subtotal                                      | 160,048,053        | 139,646,976        |
| <b>Biaya Angkutan Material</b>                |                    |                    |
| PT Pos Logistik                               | 62,230,898         | 87,390,487         |
| PT Kereta Api Indonesia<br>(Persero)          | 32,005,630         | 18,463,186         |
| PT Kereta Api Logistik                        | 15,527,920         | 15,340,200         |
| PT Pasoka Sumber Karya                        | 3,660,277          | 15,852,202         |
| Subtotal                                      | 113,424,725        | 137,046,075        |
| <b>Pembelian Logam Mulia</b>                  |                    |                    |
| PT Aneka Tambang (Persero) Tbk                | 484,446            | --                 |
| Subtotal                                      | 484,446            | --                 |
| <b>Pembelian Listrik</b>                      |                    |                    |
| PT Perusahaan Listrik Negara<br>(Persero)     | 184,759,916        | 180,955,509        |
| Subtotal                                      | 184,759,916        | 180,955,509        |
| <b>Total</b>                                  | <b>501,708,897</b> | <b>468,298,872</b> |
| Persentase terhadap Total<br>Jumlah Pembelian | 30.86%             | 30.33%             |

|                                                  |
|--------------------------------------------------|
| <b>k. Accrued Expenses</b>                       |
| PT Perusahaan Listrik Negara<br>(Persero)        |
| PT Bank Negara Indonesia<br>(Persero) Tbk        |
| PT Kereta Api Indonesia (Persero)                |
| <b>Total</b>                                     |
| Percentage to<br>Total Liabilities               |
| <b>l. Sales</b>                                  |
| PT Pupuk Sriwijaya<br>(White Clay)               |
| PT Wijaya Karya Beton Tbk                        |
| <b>Total</b>                                     |
| Percentage to Total Sales                        |
| <b>m. Purchase of Goods and Services</b>         |
| PT BRI Asuransi Indonesia                        |
| PT Baturaja Daya Insani                          |
| PT Dahana (Persero)                              |
| PT Pelabuhan Tanjung Priok                       |
| PT Telkom Indonesia (Persero)                    |
| PT Sucofindo (Persero)                           |
| PT Asuransi Jasa Indonesia                       |
| PT Sucofindo Cabang<br>Palembang                 |
| PT Surveyor Indonesia (Persero)                  |
| Subtotal                                         |
| <b>Purchase of Raw Material<br/>and Supplies</b> |
| PT Bukit Asam Tbk                                |
| PT Petrokimia Gresik                             |
| PT Semen Indonesia Distributor                   |
| PT Industri Kemasan<br>Semen Gresik              |
| Subtotal                                         |
| <b>Transportation Expenses<br/>for Material</b>  |
| PT Pos Logistik                                  |
| PT Kereta Api Indonesia<br>(Persero)             |
| PT Kereta Api Logistik                           |
| PT Pasoka Sumber Karya                           |
| Subtotal                                         |
| <b>Purchase of Fine Gold</b>                     |
| PT Aneka Tambang (Persero) Tbk                   |
| Subtotal                                         |
| <b>Electricity Purchase</b>                      |
| PT Perusahaan Listrik Negara<br>(Persero)        |
| Subtotal                                         |
| <b>Total</b>                                     |
| Percentage to<br>Total Purchase                  |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 Asuransi Jasa Indonesia             | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa asuransi /<br><i>Purchase of Insurance</i>                  |
| PT Asuransi Jiwa IFG                   | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa asuransi /<br><i>Purchase of Insurance</i>                  |
| PT Bank Mandiri (Persero) Tbk          | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penerimaan pinjaman / Loan facility<br>Penempatan dana / Placement of fund |
| PT Bank Negara Indonesia (Persero) Tbk | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penempatan dana / Placement of fund<br>Penerimaan pinjaman / Loan facility |
| PT Bank Rakyat Indonesia (Persero) Tbk | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penempatan dana /<br><i>Placement of fund</i>                              |
| PT Bank Syariah Indonesia Tbk          | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penempatan dana /<br><i>Placement of fund</i>                              |
| PT Bukit Asam Tbk                      | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian bahan bakar /<br><i>Purchase of fuel</i>                         |
| PT Dahana (Persero)                    | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian bahan baku /<br><i>Purchase of raw material</i>                  |
| PT Kereta Api Indonesia (Persero)      | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa angkutan / Railway service<br>Sewa Tanah / Land Rent        |
| PT Kereta Api Logistik                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa angkutan /<br><i>Purchase of freight</i>                    |
| PT Pasoka Sumber Karya                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa angkutan /<br><i>Purchase of freight</i>                    |
| PT Pelabuhan Tanjung Priok             | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa angkutan /<br><i>Purchase of freight</i>                    |
| PT Pertamina Bina Medika               | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian bahan bakar /<br><i>Purchase of coal</i>                         |
| PT Perusahaan Listrik Negara (Persero) | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian energi listrik /<br><i>Purchase of electricity</i>               |
| PT Petrokimia Gresik                   | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian bahan baku /<br><i>Purchase of raw material</i>                  |
| PT Pos Logistik                        | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa angkutan/<br><i>Purchase of freight</i>                     |
| PT Semen Indonesia Distributor         | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian bahan baku /<br><i>Purchase of clinker</i>                       |
| PT Sucofindo (Persero)                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa Surveyor /<br><i>Purchase of Surveyor</i>                   |
| PT Surveyor Indonesia (Persero)        | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa Surveyor /<br><i>Purchase of Surveyor</i>                   |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

| Pihak yang Berelasi/Related Parties       | Sifat Berelasi / Nature of Relation                                             | Transaksi Berelasi/ Transaction of Relation                                          |
|-------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| PT Telkom Indonesia (Persero)             | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa komunikasi /<br><i>Purchase of communication</i>                      |
| PT Varia Usaha Beton                      | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penjualan semen /<br><i>Sales of cement</i>                                          |
| PT Wijaya Karya Beton Tbk                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa/<br><i>Purchase of service</i>                                        |
| DPLK BNI                                  | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa asuransi /<br><i>Purchase of Insurance</i>                            |
| PT Indonesia Comnets Plus                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa IT/<br><i>Purchase of IT service</i>                                  |
| PT Sigma Cipta Caraka                     | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa IT/<br><i>Purchase of IT service</i>                                  |
| Telemedia Dinamika Sarana                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa IT/<br><i>Purchase of IT service</i>                                  |
| PT Pupuk Sriwidjaya Palembang             | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pengelolaan limbah /<br><i>Waste management</i>                                      |
| PT Wahana Raharja                         | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penjualan semen /<br><i>Sales of cement</i>                                          |
| PT Bank Mandiri Taspen                    | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Penempatan dana /<br><i>Placement of fund</i>                                        |
| Badan Penyelenggara Jaminan Sosial (BPJS) | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa asuransi /<br><i>Purchase of Insurance</i>                            |
| Baturaja Daya Insani                      | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa tenaga kerja /<br><i>Purchase of labor services</i>                   |
| PT Industri Kemasan Semen Gresik          | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian bahan baku dan penunjang /<br><i>Purchase of raw material and supplies</i> |
| Koperasi Karyawan Semen Baturaja          | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa /<br><i>Purchase of services</i>                                      |
| PT Bio Farma (Persero)                    | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa kesehatan /<br><i>Purchase of health services</i>                     |
| Asuransi Kredit Indonesia                 | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa asuransi /<br><i>Purchase of Insurance</i>                            |
| PT Sucofindo Cabang Palembang             | Perusahaan di bawah entitas pengendali/<br><i>Entities under common control</i> | Pembelian jasa Surveyor /<br><i>Purchase of Surveyor</i>                             |

**35. Perikatan Yang Signifikan**

**35. Significant Commitments**

**Komitmen Pengelolaan Limbah**

**PT Pertamina EP**

PT Pertamina EP dan Perusahaan pada tanggal 5 Januari 2022, melakukan kontrak kerjasama pengelolaan limbah B3 kategori 1 *sludge oil*. Jumlah limbah yang diserahkan kepada Perusahaan adalah sebesar 12.800 (Dua belas ribu delapan ratus) ton per tahun dan dievaluasi setiap 6 bulan. PT Pertamina EP bersedia memberikan kompensasi sebesar Rp2.258.450 (dalam Rupiah penuh) per ton sebagaimana tertuang dalam kontrak No. 4650015454 yang berlaku sejak 8 Februari 2022 sampai dengan 28 Maret 2024.

**Komitmen Pembelian Kantong Semen Bagor**

**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 pcs kantong. Harga satuan barang disepakati sebesar Rp2.300 (dalam Rupiah penuh) per pcs dengan total transaksi sebesar Rp4.600.000 (dalam Ribuan). 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.

Berdasarkan Addendum I nomor 01.23/002/2022 kedua belah pihak setuju mengubah barang yang dijual dari PCC 1 Ply 50 Kg menjadi PCC dan OPC 1 Ply 50 Kg terhitung sejak 1 Desember 2021. Perjanjian efektif mulai tanggal 13 September 2021 sampai dengan tanggal 13 Maret 2023.

**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.01.10/082/2022. Barang yang terdapat di perjanjian berupa 120.000 liter biosolar, dengan spesifikasi industri biosolar, jenis angkatan truk tangki, dengan kondisi layak

**Waste Management Commitment**

**PT Pertamina EP**

PT Pertamina EP and the Company on January 5, 2022, entered into a waste management B3 cooperation contract category 1 *sludge oil*. The amount of waste that is submitted to the Company is 12,800 (twelve thousand eight hundred) tons per year and is evaluated every 6 (six) months. PT Pertamina EP is willing to provide a compensation fee of Rp2,258,450 (in fully Rupiah) per tonne as stated in the contract No. 4650015454 which is in effect since February 8, 2022 to March 28, 2024.

**Purchase of Bagor Cement Bags Commitment**

**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 pcs bags. The agreed unit price of goods is Rp2,300 (in fully Rupiah) per PCS (pieces) with a total transaction of Rp4,600,000 (in Thousand). 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.

Based on Addendum I number 01.23/002/2022 both parties agreed to change the goods sold from PCC 1 Ply 50 Kg to PCC and OPC 1 Ply 50 Kg starting December 1, 2021. This agreement is effective from September 13, 2021 until March 13, 2023.

**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.01.10/082/2022. The goods contained in the agreement are 120,000 Liters of biodiesel, with industrial biodiesel specifications, type of tanker truck, with roadworthy conditions by



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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 11 April 2023.

**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 Tbk dengan PT Sami Surya Perkasa pada tanggal 3 November 2021, harga barang kantong Big Bag OPC Tipe I sebesar Rp76.680/lembar (dalam Rupiah penuh) dan kantong Big Bag OPC Tipe V Rp76.680/lembar. Jangka waktu perjanjian ini adalah mulai 1 Oktober 2021 sampai dengan 1 Oktober 2022.

**Komitmen Pengadaan Jasa Angkutan**

**PT Jasa Angkutan Sejahtera**

Pada 7 April 2022, Perusahaan melakukan kontrak perjanjian dengan PT Jasa Angkutan Sejahtera dalam kontrak No. HK.01.15/046/2022 mengenai angkutan batubara via truk dari PT Bukit Asam (Persero) Tbk ke PT Semen Baturaja Tbk. (pabrik Baturaja atau PBR) dengan total biaya Rp12.337.920 dengan jangka waktu perjanjian sampai dengan 24 Februari 2023.

**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 untuk 1 tahun dan total nilai perjanjian Rp314.224.951 selama 5 tahun dengan jangka waktu dari tanggal 1 November 2018 sampai dengan 31 Oktober 2023.

**PT Pos Logistik Indonesia**

Pada tanggal 9 Oktober 2018, Perusahaan bersepakat untuk melakukan perjanjian jasa angkutan semen zak dan big bag wilayah timur dalam kontrak No: HK.01.15/249/2018 dengan biaya sebesar Rp435.650.798.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 April 11, 2023.

**Commitment to Purchase OPC Big Bags**

**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 Tbk and PT Sami Surya Perkasa on November 3, 2021, the price the OPC Type I Big Bag bag is Rp76,680/pcs and the V Type OPC Big Bag is Rp76,680/pcs (in fully Rupiah). The term of this agreement is from October 1, 2021 until October 1, 2022.

**Transport Service Commitments**

**PT Jasa Angkutan Sejahtera**

On April 7, 2022, the Company entered into an agreement contract with PT Jasa Angkutan Sejahtera in contract No. HK.01.15/046/2022 regarding coal transportation via trucks from PT Bukit Asam Tbk to PT Semen Baturaja Tbk. (Baturaja or PBR factory) with a total fee of Rp12,337,920 with a term of agreement until February 24, 2023.

**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 for 1 years and total cost in contract agreement of Rp314,224,951 for 5 years and the period of November 1, 2018 until October 31, 2023.

**PT Pos Logistik Indonesia**

On October 9, 2018, the Company agreed to enter into a cement and big bag transportation service agreement for the eastern region under contract No: HK.01.15/249/2018 at a cost of Rp435,650,798. This agreement is valid for the

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

Perjanjian ini berlaku sampai 5 tahun  
ke depan, terhitung sejak tanggal berita acara  
dimulai yaitu tanggal 27 Februari 2019.

**Komitmen Pengelolaan Program Imbalan  
Pascakerja**

**PT Asuransi Jiwa IFG**

Perusahaan memiliki perjanjian pengelolaan  
program imbalan pascakerja untuk karyawan  
dan karyawan di bawah tahun 2007 dengan  
PT Asuransi Jiwasraya yang berlaku sejak  
tanggal 1 Juli 2017 dengan premi awal  
sebesar Rp11.612.426.

Berdasarkan surat Nomor  
342/DIR/AJIFG/U/CLM/XII/2021 tanggal  
16 Desember 2021, perjanjian pengelolaan  
program imbalan pascakerja ini telah dialihkan  
ke PT Asuransi Jiwa IFG.

Sedangkan imbalan pascakerja untuk  
karyawan tahun 2007 ke atas dikelola oleh  
DPLK BNI.

**Komitmen Jasa Susun Semen**

**PT Sembaja Lampung**

Perjanjian Jasa No. HK.01/22/071/2022  
Tentang jasa buruh susun semen gerbong di  
emplasmen pabrik Palembang dengan  
Perusahaan. Target pelaksanaan sebesar  
1.740.800 zak. Total biaya yang disepakati  
kedua belah pihak yaitu Rp584.000 belum  
termasuk PPN. Perjanjian ini berlaku dengan  
waktu 10 (sepuluh) bulan terhitung sejak  
12 April 2022.

**Komitmen Jasa Pemantauan Lingkungan  
PBR 1 dan PBR 2**

**UPTD Laboratorium**

Perjanjian Jasa No. HK.01/23/150/2021  
Tentang Jasa Pemantauan Lingkungan PBR 1  
dan PBR 2 tahun 2021 antara Perusahaan  
dengan IPTD Laboratorium Lingkungan Dinas  
Lingkungan Hidup dan Pertanahan Provinsi  
Sumatera Selatan tanggal 2 November 2021  
dengan biaya pekerjaan Rp661.620 jangka  
waktu 12 bulan terhitung mulai Berita Acara  
Mulai Kerja (BAST).

Nilai tercatat dari provisi dan reklamasi  
tambang disajikan di Catatan 21.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

next 5 years, starting from the date of the  
official report, which is February 27, 2019.

**Management of Post-Employment Benefits  
Program Commitments**

**PT Asuransi Jiwa IFG**

The Company has a post-employment benefit  
management agreement for employees and  
female employees under 2007 with PT  
Asuransi Jiwasraya which is valid since July 1,  
2017 with an initial premium of Rp11,612,426.

Based on letter Number  
342/DIR/AJIFG/U/CLM/XII/2021 dated  
December 16, 2021, the post-employment  
benefit management agreement has been  
transferred to PT Asuransi Jiwa IFG.

Meanwhile, post-employment benefits for  
employees in 2007 and above are managed by  
DPLK BNI.

**Commitment to Cement Stacking Services**

**PT Sembaja Lampung**

Service Agreement No. HK.01/22/071/2022  
Regarding the services of cement wagon  
stacking workers at the Palembang factory  
emplacement with the Company. The  
implementation target is 1,740,800 zak. The  
total cost agreed by both parties is Rp584,000  
excluding VAT. This agreement is valid for 10  
(ten) months commencing from April 12, 2022.

**PBR 1 and PBR 2 Environmental Monitoring  
Services Commitment**

**UPTD Laboratorium**

Service Agreement No. HK.01/23/150/2021  
concerning Environmental Monitoring Services  
for PBR 1 and PBR 2 in 2021 between the  
Company 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 for a period of 12  
months starting from the Minutes of Starting  
Work (MSW).

The carrying amount of provision for  
reclamation and mine closure presented in  
Note 21.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**Konsesi Penambangan Batu Kapur**

Pada tanggal 24 Mei 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 Perusahaan. Keputusan ini memberikan persetujuan perubahan peta izin usaha pertambangan operasi produksi kepada Perusahaan dengan jangka waktu 20 tahun terhitung sejak berakhirnya izin usaha pertambangan operasi produksi Perusahaan 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 No. 269/DPMPTSP.V/VII/2017 tentang Persetujuan Peningkatan Izin Usaha Pertambangan Eksplorasi Menjadi Izin Usaha Pertambangan Operasi Produksi Batu Kapur Kepada PT Semen Baturaja 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.

**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 dengan rincian harga sebesar Rp7.000 (dalam Rupiah penuh) 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 (Persero) sesuai dengan perjanjian nomor: HK.00.08/075B/2019 mengenai Jasa Sewa Alat Bor dan Tenaga Ahli Peledakan Tambang BTA II. Dengan total biaya sebesar Rp52.480.050 atau sebesar Rp7.550 (dalam Rupiah penuh) per ton

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**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 the Company. This decision gives approval for changes to the production operation mining business permit map to the Company for a period of 20 years from the expiration of the production operation mining business permit of the Company 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 No. 269/DPMPTSP.V/VII/2017 concerning Approval for Increasing Exploration Mining Business Permits to Operational Mining Business Permits Limestone Production To PT Semen Baturaja 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.

**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 with a breakdown price of Rp7,000 (in fully Rupiah) 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 (Persero) in accordance with the agreement number: HK.00.08/075B/2019 regarding Drilling Equipment Rental Services and BTA II Mining Blasting Experts. With a total cost of Rp52,480,050 or Rp7,550 (in full Rupiah) per ton with a volume of 6,951,000

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

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. Sampai dengan tanggal pelaporan belum ada addendum terbaru mengenai perjanjian ini.

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 (Persero).

Pada tanggal 24 Juni 2022, berdasarkan addendum IV dengan perjanjian No. HK.01.23/073/2022 Perusahaan dan PT Dahana (Persero) melakukan perjanjian mengenai Jasa Sewa Alat Bor dan Tenaga Ahli Peledakan Tambang BTA II. Dengan volume sebanyak ≤ 150.000 ton dengan harga Rp9.600,- dan volume sebanyak >150.000 ton batu kapur dengan harga Rp9.350/ton batu kapur selama 3 tahun dimulai dari Berita Acara Mulai Kerja. Jangka waktu berlaku sampai dengan 31 Oktober 2024..

**Komitmen Sewa Alat**

**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 (dalam Rupiah penuh) 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.

Pada tanggal 26 November 2020, berdasarkan Addendum I No: HK.02.06/228/2020, Perusahaan dengan PT Ratri Sempana hanya mengubah pengawas pekerjaan saja.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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. As of the reporting date, there is no new addendum to this agreement.

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 (Persero) obligations.

On June 24, 2022, based on Addendum IV with the agreement No. HK.01.23/073/2022, the Company and PT Dahana (Persero) enter an agreement regarding Drilling Equipment Rental Services and BTA II Mining Blasting Experts. With a volume of ≤ 150,000 tons at a price of IDR 9,600 and a volume of > 150,000 tons of limestone at a price of IDR 9,350/ton of limestone for 3 years starting from the Minutes of Commencement of Work. The validity period is until October 31, 2024.

**Rent for Tool Commitment**

**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 (in fully Rupiah), 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.

On November 26, 2020, based on Addendum I No: HK.02.06/228/2020, the Company and PT Ratri Sempana only changed the job supervisor.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

Selanjutnya pada tanggal 27 Oktober 2021, berdasarkan addendum II No: HK.01.23/138/2021, Perusahaan dengan PT Ratri Sempana bersepakat mengubah ketentuan jam kerja dan hari operasional *wheel loader* dan tim pengawas pekerjaan. Perjanjian ini berlaku sejak tanggal 31 Maret 2020 sampai dengan 31 Maret 2023.

**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 ton batu kapur per bulan atau minimal 540.000 ton batu kapur per enam bulan di tahun ketiga s.d. kelima.

Pada tanggal 1 Desember 2021 Perusahaan melakukan pembaharuan perjanjian pada addendum II dengan No: HK.01.23/024/2022 atas Perjanjian No. HK.02.06/144F/2017 pada tanggal 6 Juni 2017, dengan isi mengenai merubah perjanjian terkait biaya sewa yang semula Rp7.437.500 (dalam Rupiah penuh) menjadi Rp6.937.500 (dalam Rupiah penuh) yang berlaku sampai dengan tanggal 30 November 2024.

**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 dengan jangka waktu selama 3 (tiga) tahun terhitung mulai tanggal 1 Agustus 2019 sampai dengan 31 Juli 2022.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Furthermore, on October, 27 2021, based on addendum II No: HK.01.23/138/2021, the Company and PT Ratri Sempana agreed to change the terms of working hours and operational days for the *wheel loader* and the work supervisory team. This agreement is valid until March 31, 2020 until March 31, 2023.

**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 tonnes lime per month or at least 540,000 tonnes of limestone per six months in the third year to fifth year.

On December 1, 2021, the Company renewed the agreement in addendum II with No: HK.01.23/024/2022 on Agreement No: HK.02.06/144F/2017 on June 6, 2017, with the contents of changing the agreement related to rental fees from Rp7,437,500 (in full Rupiah) to Rp6,937,500 (in full Rupiah) which is valid until November 30, 2024.

**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 with 3 (three) years period of contract starting from August 1, 2019 until July 31, 2022.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

Pada tanggal 1 Januari 2022 Perusahaan melakukan pembaharuan perjanjian pada addendum III dengan No. HK.00.08/032/2022 atas Perjanjian No. HK.00.08/136/2019 pada tanggal 25 Juli 2019, dengan isi mengenai merubah *volume* pekerjaan dan spesifikasi alat, biaya pekerjaan dan jangka waktu pelaksanaan pekerjaan. Addendum ini berlaku hingga 31 Desember 2024.

**Komitmen Pengadaan Jasa Sewa Tanah**

**PT Kereta Api Indonesia (Persero)**

Perusahaan mempunyai perjanjian dengan PT Kereta Api Indonesia (Persero) untuk sewa tanah di Jalan Abiskusno 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 sampai dengan 31 Maret 2042 dengan biaya per 3 tahun sebesar Rp6.011.662.

**PT Pelabuhan Indonesia II (Persero)**

Perusahaan mempunyai perjanjian dengan PT Pelabuhan Indonesia II (Persero) untuk kerja sama 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 perjanjian terhitung mulai tanggal 1 Januari 2013 sampai dengan 31 Desember 2043 dengan biaya Rp39.272 (dalam Rupiah penuh) per m<sup>2</sup> 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 independen 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.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

On January 1, 2022, the Company renewed the agreement in addendum III with No. HK.00.08/032/2022 on Agreement No. HK.00.08/136/2019 on July 25, 2019, with the contents of changing the volume of work and equipment specifications, the cost of the work and the period of execution of the work. This addendum is valid until December 31, 2024.

**Land Rent Procurement Commitment**

**PT Kereta Api Indonesia (Persero)**

The Company has an agreement with PT Kereta Api Indonesia (Persero) to lease land on Jalan Abiskusno 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 until March 31, 2042 with a cost per 3 years of Rp6,011,662.

**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 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 an 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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

Perusahaan kembali melakukan perjanjian dengan PT Prima Mustika Chandra untuk kerja sama 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  $\pm 425$  m<sup>2</sup> 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.

**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 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.

**Komitmen Pengadaan Jasa Pengamanan**

**PT Baturaja Daya Insani**

Perusahaan melakukan perjanjian dengan PT Baturaja Daya Insani dengan No. HK.01.23/064/2022 mengenai pengadaan jasa keamanan di Kantor Pusat dan Pabrik Palembang (PPG), Pabrik Baturaja (PBR), Pabrik Panjang (PPJ) dan Kantor Perwakilan Jakarta. Total biaya yang disepakati kedua belah pihak sebesar Rp25.125.000 sudah termasuk biaya seragam, atribut kerja dan lainnya. Jangka waktu perjanjian ini selama 24 (dua puluh empat) bulan sejak tanggal 25 Maret 2022.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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  $\pm 425$  sqm 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.

**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 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.

**Security Procurement Commitment**

**PT Baturaja Daya Insani**

The Company entered into an agreement with PT Baturaja Daya Insani with No. HK.01.23/064/2022 regarding the procurement of security services at the Palembang Head Office and Factory (PPG), Baturaja Factory (PBR), Panjang Factory (PPJ) and Jakarta Representative Office. The total cost agreed by both parties is Rp25,125,000 including the cost of uniforms, work attributes and others. The term of this agreement is 24 (twenty four) months from March 25, 2022

**Komitmen Bank**

**PT Bank Mandiri (Persero) Tbk**

Pada tanggal 31 Desember 2022 dan 2021, 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 plafon Rp25.000.000 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 tiga tanggal 28 April 2022, jangka waktu fasilitas kredit ditetapkan terhitung mulai tanggal 01 Juni 2022 sampai dengan 31 Mei 2023 dan perubahan ketentuan atas fasilitas kredit debitur.

Atas fasilitas kredit, debitur wajib membayar *servicing fee* sebesar 0,50% per annum dari limit Fasilitas Kredit, dibayar dengan skema sebagai berikut :

- 50% atas *servicing fee* dibayarkan paling lambat pada saat tanggal penandatanganan Addendum kedua puluh tiga;
- 50% atas *servicing fee* dibayarkan paling lambat 6 (enam) bulan setelah tanggal penandatanganan addendum kedua puluh tiga. Dalam hal fasilitas telah dilakukan pelunasan sebelum tanggal pembayaran *servicing fee* kedua, maka debitur tidak perlu melakukan pembayaran tersebut.

**b. Fasilitas Non Cash Loan**

Pinjaman ini merupakan fasilitas Non Cash Loan yang diperoleh oleh Perusahaan dengan pagu maksimum Rp39.000.000 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

**Bank Commitment**

**PT Bank Mandiri (Persero) Tbk**

On December 31, 2022 and 2021, 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 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-third Agreement Addendum dated April 28, 2022, the term of the facility is set from June 1, 2022 until May 31, 2023 and changes to the terms of the debtors credit facility.

For credit facilities, debtors are required to pay a *servicing fee* of 0.50% per annum of the credit facility limit, paid by the following scheme:

- 50% of the *servicing fee* is paid no later than the date of the signing of the twenty-third Addendum.
- 50% of the *servicing fee* is paid no later than 6 (six) months after the date of signing the twenty-third addendum. In the event that the facility has been repaid before the date of payment of the second *servicing fee*, the debtors does not need to make the payment.

**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 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

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Perjanjian ketujuh belas tanggal 1 Maret 2018 dan Adendum keenam belas tanggal 1 Maret 2017, masing-masing sebesar 0,125% untuk penerbitan LC/SKBDN dan 1,50% untuk penerbitan Bank Garansi. Berdasarkan Adendum Perjanjian kedua puluh tiga tanggal 31 Mei 2022, jangka waktu fasilitas kredit ditetapkan terhitung mulai tanggal 01 Juni 2022 sampai dengan 31 Mei 2023 dan perubahan ketentuan atas fasilitas *non cash loan* debitur.

**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 pemasok tanpa sumber daya yang telah direkomendasikan oleh entitas maksimal sesuai jangka waktu faktur yang telah ditetapkan entitas dan maksimal 90 hari sejak tanggal invoice. Limit transaksi sebesar Rp50.000.000. Berdasarkan Adendum Perjanjian kedua puluh tiga tanggal 31 Mei 2022, jangka waktu fasilitas kredit ditetapkan terhitung mulai tanggal 01 Juni 2022 sampai dengan 31 Mei 2023 dan perubahan ketentuan atas fasilitas *Mandiri Supplier Financing (MSF)* debitur.

**d. Invoice Financing**

Pinjaman ini merupakan fasilitas *Invoice Financing* yang diperoleh oleh Perusahaan dengan plafond maksimum Rp100.000.000 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 Perusahaan kepada para pembeli yang ditentukan.

Fasilitas *Invoice Financing* tersebut dijamin dengan:

1. Agunan yang dijamin oleh Perusahaan berlaku untuk seluruh fasilitas kredit yaitu persediaan dan piutang dagang diikat fudisia dengan total nilai pengikatan sebesar Rp216.000.000, terdiri dari persediaan sebesar Rp142.000.000 dan piutang sebesar Rp74.000.000 (Catatan 19).

sixteenth Addendum March 1, 2017, amounting to 0.125% for the issuance of LC/SKBDN and 1.50% for the issuance of Bank Guarantees. Based on the Twenty-third Agreement Addendum dated May 31, 2022, the term of the facility is set from June 1, 2022 until May 31, 2023 and changes to the provisions of the debtors *non cash loan* facility.

**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. Based on the Twenty-third Agreement Addendum dated May 31, 2022, the term of the facility is set from June 1, 2022 until May 31, 2023 and changes to the provisions of the debtors *Mandiri Supplier Financing (MSF)* facility.

**d. Invoice Financing**

This loan is an *Invoice Financing* facility obtained by the Company with a maximum ceiling of Rp100,000,000 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 the Company's sales proceeds to specified buyers.

The *Invoice Financing* facility is guaranteed by:

1. 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, consisting of supplies of Rp142,000,000 and receivables of Rp74,000,000 (Note 19).



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

2. 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 Perusahaan.

**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 termasuk *Sub Limit NonCash Loan* maksimum Rp25.000.000 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%, Adendum Perjanjian ketiga tanggal 20 Mei 2019, pinjaman dikenakan bunga sebesar 9,25% per tahun, sedangkan tingkat bunga untuk tahun 2018, berdasarkan adendum Perjanjian ke dua tanggal 20 Mei 2018, dengan tingkat bunga sebesar 9,50%.

Pada tanggal 31 Mei 2022, Perusahaan menandatangani adendum perjanjian fasilitas kredit modal kerja dengan jangka waktu hingga 19 Mei 2023.

**Fasilitas Open Account Financing**

Pada tanggal 31 Mei 2022, Perusahaan menandatangani adendum keempat perjanjian fasilitas *Open Account Financing* dengan perpanjangan jangka waktu hingga 19 Mei 2023. Adendum keempat perjanjian ini dinyatakan berlaku sejak tanggal 20 Mei 2022, yang merupakan satu kesatuan dan bagian yang tidak terpisahkan dari Perjanjian Kerjasama No. 34/BIN/OAF/2018 serta Akta Perjanjian Kredit No. 46 tanggal 20 Mei 2016 tersebut di atas, berikut perubahannya serta surat Bank No. KPS3/3.2/093/R tanggal 19 Mei 2022.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

2. 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 the Company.

3.  
**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 including Sub Limit Non Cash Loan up to Rp25,000,000 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 31, 2022 the Company signed addendum agreement working capital facilities with the term until May 19, 2023.

**Open Account Financing Facilities**

On May 31, 2022 the Company signed fourth addendum agreement Open Account Financing facilities with an extension of the term until May 19, 2023. The fourth addendum to this agreement is declared effective as of May 20, 2022, which is an integral and inseparable part of the Cooperation Agreement No. 34/BIN/OAF/2018 and the Deed of Credit Agreement No. 46 dated May 20, 2016 above, along with the amendments as well as Bank letter No. KPS3/3.2/093/R dated May 19, 2022.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Pada 31 Mei 2022 terdapat addendum IV mengenai pemberian fasilitas *Open Account Financing* kepada penerima fasilitas dengan nomor perjanjian HK.00.08/131/2018 yang berisi perpanjangan jangka waktu dari 22 Mei 2022 menjadi 19 Mei 2023.

**Fasilitas *Treasury Line***

Pada tanggal 31 Mei 2022, Perusahaan menandatangani surat No. KPS3/3.2/093/R tentang fasilitas *treasury line* dengan perpanjangan jangka waktu hingga 19 Mei 2023.

**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 berlaku sampai 18 Agustus 2022 dan Perpanjangan dan Suplesi atas Fasilitas *Supply Chain Financing Account Payable* (SCF AP) yang semula sebesar Rp15.000.000 menjadi sebesar Rp30.000.000 sampai 18 Agustus 2022. Sampai dengan tanggal pelaporan belum ada addendum terbaru mengenai perjanjian ini.

On May 31, 2022 there was addendum IV regarding the granting of *Open Account Financing* facilities to recipients of the facility with agreement number HK.00.08/131/2018 which contained an extension of the term from May 22, 2022 to May 19, 2023.

***Treasury Line* Facilities**

On May 31, 2022 the Company signed letter No. KPS3/3.2/093/R about *Treasury Line* Facility with an extension of the term until May 19, 2023.

**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 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 to Rp30,000,000 until August 18, 2022. Until the reporting date, there is no new addendum to this agreement.

**36. Aset dan Liabilitas Moneter dalam Mata Uang Asing**

**36. Monetary Assets and Liabilities Denominated in Foreign Currency**

| 31 Desember 2022/December 31, 2022                                         |                         |                                                                     |         |
|----------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------|---------|
| Mata Uang Asing (Total Penuh)/<br><i>Foreign Currency (in Full Amount)</i> |                         | Dalam Ribuan<br>Rupiah/<br><i>Equivalent in<br/>Thousand Rupiah</i> |         |
| Mata Uang/<br><i>Currency</i>                                              | Nilai/<br><i>Amount</i> |                                                                     |         |
| Aset                                                                       |                         |                                                                     | Assets  |
| Kas dan Setara Kas                                                         | USD                     | 26.63                                                               | 419,065 |
| Total Aset                                                                 |                         | 26.63                                                               | 419,065 |
| Aset - Bersih                                                              |                         | 26.63                                                               | 419,065 |
| 31 Desember 2021/December 31, 2021                                         |                         |                                                                     |         |
| Mata Uang Asing (Total Penuh)/<br><i>Foreign Currency (in Full Amount)</i> |                         | Dalam Ribuan<br>Rupiah/<br><i>Equivalent in<br/>Thousand Rupiah</i> |         |
| Mata Uang/<br><i>Currency</i>                                              | Nilai/<br><i>Amount</i> |                                                                     |         |
| Aset                                                                       |                         |                                                                     | Assets  |
| Kas dan Setara Kas                                                         | USD                     | 26.69                                                               | 380,793 |
| Total Aset                                                                 |                         | 26.69                                                               | 380,793 |
| Aset - Bersih                                                              |                         | 26.69                                                               | 380,793 |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**37. Informasi Tambahan Laporan Arus Kas  
Konsolidasi**

Informasi tambahan atas laporan kas yang berkaitan dengan aktivitas nonkas sebagai berikut:

|                                                                                 | 2022<br>Rp | 2021<br>Rp |
|---------------------------------------------------------------------------------|------------|------------|
| <b>Aktivitas Investasi</b>                                                      |            |            |
| Perolehan Aset Tetap melalui kenaikan Utang Lainnya dan Beban Akrua             | 14.480.382 | 11.557.911 |
| Perolehan Aset dalam Pembangunan melalui kenaikan Utang Lainnya dan Beban Akrua | 43.423.261 | 9.308.849  |
| Perolehan Aset Takberwujud melalui kenaikan Utang Lainnya dan Beban Akrua       | 4.749.827  | 4.334.072  |
| Perolehan Aset Hak Guna melalui Liabilitas Sewa                                 | 5.800.903  | 12.201.865 |

Rincian rekonsiliasi liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

**37. Additional Information of Consolidated Statement of Cash Flows**

Supplementary information to the statement of cash flows relating to non cash activities as follows:

|                                                                                                   | 2022<br>Rp | 2021<br>Rp |
|---------------------------------------------------------------------------------------------------|------------|------------|
| <b>Investing Activities</b>                                                                       |            |            |
| Acquisition of Fixed Assets through increasing of Other Payables and Accrued Expenses             | 14.480.382 | 11.557.911 |
| Acquisition of Construction in Progress through increasing of Other Payables and Accrued Expenses | 43.423.261 | 9.308.849  |
| Acquisition of Intangible Assets through increasing of Other Payables and Accrued Expenses        | 4.749.827  | 4.334.072  |
| Acquisition of Right Use of Assets through of Lease Liabilities                                   | 5.800.903  | 12.201.865 |

Details of liabilities reconciliation as of December 31, 2022 and 2021 are as follows:

| 31 Desember 2022/ December 31, 2022 |                                  |                        |                     |                             |                                |                               |
|-------------------------------------|----------------------------------|------------------------|---------------------|-----------------------------|--------------------------------|-------------------------------|
|                                     | Saldo Awal/<br>Beginning Balance | Arus Kas/<br>Cash Flow | Nonkas/<br>Noncash  | Amortisasi/<br>Amortization | Saldo Akhir/<br>Ending Balance |                               |
| Pinjaman Bank                       | 1,650,973,725                    | (296,892,033)          | --                  | 2,632,080                   | 1,356,713,772                  | Bank Loans                    |
| Beban Akrua -                       |                                  |                        |                     |                             |                                | Accrued Expenses -            |
| Beban Bunga                         | 15,666,210                       | (152,107,552)          | --                  | 149,084,242                 | 12,642,900                     | Interest Expenses             |
| Liabilitas Sewa                     | 91,585,532                       | (13,208,308)           | (5,800,903)         | 10,270,736                  | 82,847,057                     | Lease Liabilities             |
| Jumlah                              | <u>1,758,225,467</u>             | <u>(462,207,893)</u>   | <u>(5,800,903)</u>  | <u>161,987,058</u>          | <u>1,452,203,729</u>           | Total                         |
| 31 Desember 2021/ December 31, 2021 |                                  |                        |                     |                             |                                |                               |
|                                     | Saldo Awal/<br>Beginning Balance | Arus Kas/<br>Cash Flow | Nonkas/<br>Noncash  | Amortisasi/<br>Amortization | Saldo Akhir/<br>Ending Balance |                               |
| Pinjaman Bank                       | 1,198,750,470                    | 456,232,919            | --                  | (4,009,664)                 | 1,650,973,725                  | Bank Loans                    |
| Beban Akrua -                       |                                  |                        |                     |                             |                                | Accrued Expenses -            |
| Beban Bunga                         | 11,471,355                       | (150,560,701)          | --                  | 154,755,556                 | 15,666,210                     | Interest Expenses             |
| Liabilitas Sewa                     | 129,313,114                      | (33,675,693)           | (12,201,865)        | 8,149,976                   | 91,585,532                     | Lease Liabilities             |
| Medium Term Notes                   | 399,903,681                      | (400,000,000)          | --                  | 96,319                      | --                             | Medium Term Notes             |
| Bunga Medium Term Notes             | 3,500,000                        | (9,000,000)            | --                  | 5,500,000                   | --                             | Interest of Medium Term Notes |
| Jumlah                              | <u>1,742,938,620</u>             | <u>(137,003,475)</u>   | <u>(12,201,865)</u> | <u>164,492,187</u>          | <u>1,758,225,467</u>           | Total                         |

**38. Manajemen Risiko Keuangan**

Nilai wajar dari pinjaman 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 instrument 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

**38. 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

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk Grup. Pengelolaan risiko 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 risiko 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.

**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:

|                                                      | 2022<br>Rp | 2021<br>Rp |
|------------------------------------------------------|------------|------------|
| Dampak Terhadap Laba Sebelum Beban Pajak Penghasilan |            |            |
| Perubahan tingkat pertukaran terhadap USD (1%)       | 3,269      | 2,970      |
| Perubahan tingkat pertukaran terhadap USD (-1%)      | (3,269)    | (2,970)    |

**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.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

*appropriate financial risk governance framework for the Group. Such risk management provides assurance to management those 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.*

**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 other 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:*

*Effect on Income Before Income Tax  
Change in exchange rate against Rupiah (1%)  
Change in exchange rate against Rupiah (-1%)*

**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.*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Saat ini, Grup tidak mempunyai kebijakan untuk lindung nilai atas risiko suku bunga. Kebijakan yang diambil 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 di pasar. Manajemen juga melakukan survei perbankan untuk mendapatkan perkiraan mengenai suku bunga yang relevan.

Currently, the Group 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.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat suku bunga terhadap laba sebelum beban pajak penghasilan konsolidasian sebagai berikut:

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:

|                                                             | 2022<br>Rp   | 2021<br>Rp   |                                              |
|-------------------------------------------------------------|--------------|--------------|----------------------------------------------|
| <b>Dampak Terhadap Laba Sebelum Beban Pajak Penghasilan</b> |              |              | <b>Effect on Income Before Income Tax</b>    |
| Perubahan tingkat pertukaran terhadap USD (1%)              | 24,933,700   | 15,179,428   | Change in exchange rate against Rupiah (1%)  |
| Perubahan tingkat pertukaran terhadap USD (-1%)             | (24,933,700) | (15,179,428) | Change in exchange rate against Rupiah (-1%) |

**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.

**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.

Kebijakan manajemen dalam mengantisipasi risiko kredit yang timbul dari distributor adalah sebagai berikut:

Management policies in anticipation of this credit risk arose from the distributors are as follows:

1. Grup 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 Grup sebesar jaminannya.
  5. Melakukan pemantauan atas jumlah piutang dan memaksimalkan penjualan secara tunai secara terus menerus untuk mengurangi risiko piutang tidak tertagih.
1. The Group 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 Group at amount of their guarantees.
  5. Monitor the amount of receivables on an ongoing basis and maximize cash sales to reduce the risk of doubtful accounts.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Grup meminimalkan risiko kredit aset keuangan seperti kas setara kas dengan mempertahankan saldo kas minimum dan memilih bank yang berkualitas untuk penempatan dana.

*The Group minimize credit risks financial assets such as cash and cash equivalent by maintaining minimum cash balance and select qualified bank for the funds placement.*

Eksposur maksimum risiko kredit adalah sebesar nilai tercatat sebagaimana diungkapkan pada Catatan 4, 5, 6 dan 13. Tidak ada risiko kredit yang terpusat secara signifikan.

*The maximum exposure to the credit risk is represented by the carrying amount as shown in Notes 4, 5, 6 and 13. There is no significant concentration of credit risk.*

**Risiko Likuiditas**

Risiko likuiditas adalah suatu risiko yang dapat terjadi dimana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek.

**Liquidity Risk**

*Liquidity risk is a risk that occurs when short-term revenue cannot cover short-term expenditure.*

Mengingat bahwa kebutuhan dana Grup ini cukup signifikan sebagai akibat dari meningkatnya aktivitas pengembangan atau perluasan bisnis, maka dalam mengelola risiko likuiditas, Grup terus menerus memantau dan menjaga tingkat kas dan setara kas agar memadai untuk membiayai kebutuhan operasional Grup.

*Consideration that funding requirements of the Group are currently significant as a result of increased activity of development or expansion of business, then in managing liquidity risk, the Group continue to monitor and maintain levels of adequacy of cash and cash equivalents to finance the operational needs of the Group.*

Selain itu, Grup 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.

*In addition, the Group 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.*

Tabel berikut ini menunjukkan profil jangka waktu pembayaran liabilitas Grup berdasarkan pembayaran dalam kontrak.

*The table below summarizes the maturity profile of the Group financial liabilities based on contractual payments.*

|                              | 31 Desember 2022/ December 31, 2022    |                                       |                      |                     |
|------------------------------|----------------------------------------|---------------------------------------|----------------------|---------------------|
|                              | Dibawah<br>1 Tahun/<br>Below<br>1 Year | Diatas<br>1 Tahun/<br>Above<br>1 Year | Total/<br>Total      |                     |
| Utang Usaha                  | 311,226,605                            | --                                    | 311,226,605          | Trade Payables      |
| Utang Lain-lain              | 67,345,780                             | --                                    | 67,345,780           | Other Payables      |
| Beban Akrua                  | 40,362,780                             | --                                    | 40,362,780           | Accrued Expense     |
| Liabilitas Sewa              | 8,406,639                              | 74,440,418                            | 82,847,057           | Lease Liabilities   |
| Pinjaman Bank Jangka Panjang | 99,666,150                             | 1,257,047,622                         | 1,356,713,772        | Long Term Bank Loan |
| <b>Total</b>                 | <b>527,007,954</b>                     | <b>1,331,488,040</b>                  | <b>1,858,495,994</b> | <b>Total</b>        |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

| 31 Desember 2021/ December 31, 2021 |                                        |                                       |                      |
|-------------------------------------|----------------------------------------|---------------------------------------|----------------------|
|                                     | Dibawah<br>1 Tahun/<br>Below<br>1 Year | Diatas<br>1 Tahun/<br>Above<br>1 Year | Total/<br>Total      |
| Utang Usaha                         | 250,597,268                            | --                                    | 250,597,268          |
| Utang Lain-lain                     | 40,318,176                             | --                                    | 40,318,176           |
| Beban Akrua                         | 42,733,854                             | --                                    | 42,733,854           |
| Liabilitas Sewa                     | 12,896,986                             | 78,688,546                            | 91,585,532           |
| Pinjaman Bank Jangka Panjang        | 58,854,644                             | 1,592,119,081                         | 1,650,973,725        |
| <b>Total</b>                        | <b>405,400,928</b>                     | <b>1,670,807,627</b>                  | <b>2,076,208,555</b> |

Trade Payables  
Other Payables  
Accrued Expense  
Lease Liabilities  
Long Term Bank  
Loan

**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 2022 dan 2021. 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 2022 dan 2021.

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

### 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, 2022 and 2021. 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, 2022 and 2021.

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

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

akses terhadap pendanaan pada biaya yang rasional. Termasuk dalam total pinjaman berdampak bunga adalah pinjaman bank jangka pendek, pinjaman bank jangka panjang dan liabilitas sewa pembiayaan.

bearing loan are short-term bank loans and long-term bank loans and finance lease liabilities.

Rasio pengungkit pada tanggal dan 31 Desember 2022 dan 2021 adalah sebagai berikut:

The gearing ratios as of December 31, 2022 and 2021 are as follow:

|                                     | 2022<br>Rp           | 2021<br>Rp           |                              |
|-------------------------------------|----------------------|----------------------|------------------------------|
| Pinjaman Bank                       | 1,356,713,772        | 1,650,973,725        | Bank Loans                   |
| Liabilitas Sewa                     | 82,847,057           | 91,585,532           | Lease Liabilities            |
| Total Pinjaman yang Berdampak Bunga | 1,439,560,829        | 1,742,559,257        | Total Interest Bearing Loans |
| <b>Total Ekuitas</b>                | <b>3,086,916,334</b> | <b>3,000,166,292</b> | <b>Total Equity</b>          |
| <b>Rasio Pengungkit (x)</b>         | <b>0.47</b>          | <b>0.58</b>          | <b>Gearing Ratio (x)</b>     |

Grup 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, Grup juga memiliki liabilitas keuangan yang terdiri dari utang usaha, beban akrual, pinjaman bank jangka panjang. Tujuan utama dari liabilitas keuangan tersebut adalah untuk membiayai kegiatan usaha Grup.

The Group has various financial assets such as cash and cash equivalents, restricted cash and cash equivalent, trade receivables which arise directly from operations. The Group 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 Group's business activities.

Tabel berikut menyajikan aset dan liabilitas keuangan Grup pada tanggal 31 Desember 2022 dan 2021:

The following table presents assets and financial liabilities of the Group as of December 31, 2022 and 2021:

|                                                  | 2022<br>Rp           | 2021<br>Rp           |                                       |
|--------------------------------------------------|----------------------|----------------------|---------------------------------------|
| <b>Aset Keuangan</b>                             |                      |                      | <b>Financial Assets</b>               |
| Kas dan Setara Kas                               | 522,918,099          | 484,703,777          | Cash and Equivalent Cash              |
| Piutang Usaha                                    | 221,046,435          | 182,208,165          | Trade Receivables                     |
| Piutang Lain-lain                                | 3,190,286            | 618,433              | Other Receivable                      |
| Penyertaan Saham                                 | 25,000               | 25,000               | Investment in Share                   |
| Aset Keuangan Lancar Lainnya                     | 376,802              | 551,497              | Other Current Financial Assets        |
| Aset Tidak Lancar Lainnya                        | 138,233,225          | 205,362,573          | Other Non-Current Assets              |
| <b>Jumlah Aset Keuangan</b>                      | <b>885,789,847</b>   | <b>873,469,445</b>   | <b>Total Financial Assets</b>         |
| <b>Liabilitas Keuangan</b>                       |                      |                      | <b>Financial Liabilities</b>          |
| Utang Bank Jangka Panjang                        | 1,257,047,622        | 1,592,119,081        | Long Term Bank Loan                   |
| Utang Bank Jangka Panjang - Bagian Jangka Pendek | 99,666,150           | 58,854,644           | Long Term Bank Loan - Current Portion |
| Utang Usaha                                      | 311,226,605          | 247,355,425          | Trade Payables                        |
| Utang Lain-lain                                  | 67,345,780           | 40,318,176           | Other Payables                        |
| Beban Akrual                                     | 40,362,780           | 42,733,854           | Accrued Payables                      |
| <b>Jumlah Liabilitas Keuangan</b>                | <b>1,775,648,937</b> | <b>1,981,381,180</b> | <b>Total Financial Assets</b>         |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

**39. Informasi Segmen**

**Segmen Geografis**

Tabel berikut menunjukkan distribusi dari aset, pengeluaran modal dan pendapatan Grup berdasarkan segmen geografis:

|                                        | 2022<br>Rp           | 2021<br>Rp           |
|----------------------------------------|----------------------|----------------------|
| <b>Aset</b>                            |                      |                      |
| Sumatera Selatan                       | 5,002,494,201        | 5,066,064,993        |
| Lampung                                | 130,259,475          | 126,652,319          |
| Jambi                                  | 75,309,196           | 77,549,740           |
| Jakarta                                | 3,185,653            | 1,686,645            |
| <b>Total Aset</b>                      | <b>5,211,248,525</b> | <b>5,271,953,697</b> |
|                                        |                      |                      |
|                                        | 2022<br>Rp           | 2021<br>Rp           |
| <b>Pendapatan</b>                      |                      |                      |
| <b>Pasar Basis</b>                     |                      |                      |
| Sumatera Selatan                       | 986,548,212          | 1,015,364,017        |
| Lampung                                | 655,520,254          | 512,502,616          |
|                                        | 1,642,068,466        | 1,527,866,633        |
| <b>Pasar Non Basis</b>                 |                      |                      |
| Jambi                                  | 127,701,751          | 108,147,950          |
| Bengkulu                               | 63,048,948           | 65,055,100           |
| Bangka Belitung                        | 15,266,104           | 6,450,000            |
| Kalimantan                             | --                   | 5,299,650            |
|                                        | 206,016,803          | 184,952,700          |
| <b>Total Penjualan Semen</b>           | <b>1,848,085,269</b> | <b>1,712,819,333</b> |
| <b>Penjualan Terak</b>                 |                      |                      |
| Bengkulu                               | --                   | 3,213,146            |
| <b>Total Penjualan Terak</b>           | <b>--</b>            | <b>3,213,146</b>     |
| <b>Penjualan White Clay</b>            |                      |                      |
| Sumatera Selatan                       | 31,817,578           | 30,614,135           |
| <b>Total Penjualan White Clay</b>      | <b>31,817,578</b>    | <b>30,614,135</b>    |
| <b>Penjualan Mortar</b>                |                      |                      |
| Sumatera Selatan                       | -                    | 5,761                |
| Lampung                                | 781                  | 39,057               |
| <b>Total Penjualan Mortar</b>          | <b>781</b>           | <b>44,818</b>        |
| <b>Jasa Angkutan dan Lainnya</b>       |                      |                      |
| Sumatera Selatan                       | 1,863,728            | 4,894,338            |
| <b>Total Jasa Angkutan dan Lainnya</b> | <b>1,863,728</b>     | <b>4,894,338</b>     |
| <b>Total Pendapatan</b>                | <b>1,881,767,356</b> | <b>1,751,585,770</b> |

**39. Segment Information**

**Geographical Segments**

The following table shows the distribution of the Group assets, capital expenditures and revenue by geographical segment:

|                                                 |
|-------------------------------------------------|
| <b>Assets</b>                                   |
| South Sumatera                                  |
| Lampung                                         |
| Jambi                                           |
| Jakarta                                         |
| <b>Total Assets</b>                             |
|                                                 |
| <b>Revenue</b>                                  |
| <b>Basis Market</b>                             |
| South Sumatera                                  |
| Lampung                                         |
| <b>Non-Basis Market</b>                         |
| Jambi                                           |
| Bengkulu                                        |
| Bangka Belitung                                 |
| Kalimantan                                      |
| <b>Total Sales of Cement</b>                    |
| <b>Sales of Clinker</b>                         |
| Bengkulu                                        |
| <b>Total Sales of Clinker</b>                   |
| <b>Sales of White Clay</b>                      |
| South Sumatera                                  |
| <b>Total Sales of White Clay</b>                |
| <b>Sales of Mortar</b>                          |
| South Sumatera                                  |
| Lampung                                         |
| <b>Total Sales of Mortar</b>                    |
| <b>Transportation Services and Others</b>       |
| South Sumatera                                  |
| <b>Total Transportation services and Others</b> |
| <b>Total Revenue</b>                            |

**40. Kontijensi**

**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.

**40. Contingencies**

**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.

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

Pada 29 Maret 2019, muncul indikasi kerusakan pada *gear box* di pabrik BTA II. Terkait kerusakan tersebut, Grup mengajukan klaim sebesar Rp24.424.292 pada tanggal 28 Agustus 2019.

Hasil korespondensi pada tanggal 29 September 2020 TCDRI menyatakan hanya bersedia membayar sebesar Rp12.162.600 dari total pengajuan klaim. Maka pada tanggal 5 Oktober 2020 Perusahaan menyatakan bersedia menerima pembayaran Rp12.162.600, namun Perusahaan akan tetap akan menagih sisa dari total klaim yang diajukan.

Sampai dengan tanggal penyelesaian laporan keuangan, Perusahaan sedang dalam proses penyelesaian sengketa dan dalam tahap sidang Arbitrase di Badan Arbitrase Nasional Indonesia (BANI).

**Tanggung Jawab Hukum Kontrak  
Kerjasama Pemborongan Pekerjaan/ Alih  
Daya**

PT Semen Baturaja Tbk melakukan kerja sama dengan PT Esbe Yasa Pratama terkait perjanjian Pemborongan Pekerjaan/ Alih Daya.

Permasalahan hukum ini bermula dari berakhirnya perjanjian Pemborongan Pekerjaan/Alih Daya antara PT Semen Baturaja Tbk dengan PT Esbe Yasa Pratama selaku Penyedia Tenaga Kerja Alih Daya. 30 orang eks tenaga kerja diberhentikan oleh PT Esbe Yasa Pratama merasa dirugikan oleh PT Semen Baturaja Tbk. PT Semen Baturaja Tbk digugat dengan kewajiban membayar kompensasi sebesar Rp2.448.081.000.

Majelis hakim memutuskan perkara ini pada 18 April 2022 dengan hasil PT Semen Baturaja Tbk tidak berkewajiban membayar kompensasi pemutusan hubungan kerja sebesar Rp1.261.712.500.

Telah diputus di tingkat Pengadilan Negeri tanggal 18 Oktober 2022, nomor register perkara PHI adalah No. 128/Pdt.Sus-PHI/2022/PN Plg dengan 1 orang penggugat dan nilai gugatan sebesar Rp56.916.000. Namun dokumen putusan masih dalam proses diberikan kepada Grup.

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

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 on August 28, 2019.

The results of correspondence on September 29, 2020, TCDRI stated that they were only willing to pay Rp12,162,600 of the total claim submission. So on October 5, 2020, the Company stated that it was willing to accept the payment of Rp12,162,000 but would still collect the remainder of the total claim submitted.

As of the date of completion of the financial statements, the Company is in the process of resolving disputes and in the Arbitration trial stage at the BANI Arbitration Centre (BANI).

**Legal Responsibility regarding the  
Contracting Work/ Outsourcing agreement.**

PT Semen Baturaja Tbk is collaborating with PT Esbe Yasa Pratama regarding the Contracting Work/ Outsourcing agreement.

This legal problem stems from the termination of the Job Chartering/Outsourcing agreement between PT Semen Baturaja Tbk and PT Esbe Yasa Pratama as the Outsourced Manpower Provider. 30 former workers were dismissed by PT Esbe Yasa Pratama feeling aggrieved by PT Semen Baturaja Tbk. PT Semen Baturaja Tbk was sued with the obligation to pay compensation amounting to Rp2,448,081,000.

The panel of judges decided on this case on April 18, 2022 with the result that PT Semen Baturaja Tbk was not obliged to pay compensation for termination of employment amounting to Rp1,261,712,500.

It has been decided at the District Court level on October 18, 2022, the case register number for the PHI is No. 128/Pdt.Sus-PHI/2022/PN Plg with 1 plaintiff and the value of the lawsuit is Rp56,916,000. However, the decision document is still in the process of being given to the Group.



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

Tanggal 24 Oktober 2022 akan dilaksanakan sidang dengan agenda eksepsi dari Grup di tingkat Pengadilan Negeri, nomor register perkara PHI adalah No. 146/Pdt.Sus-PHI/2022/PN Plg dengan 3 orang penggugat dan nilai gugatan sebesar Rp118.420.000.

Tanggal 24 Oktober 2022 akan dilaksanakan sidang dengan agenda replik dari penggugat di tingkat Pengadilan Negeri, nomor register perkara PHI adalah No.150/Pdt.Sus-PHI/2022/PN Plg dengan 1 orang penggugat dan nilai gugatan sebesar Rp66.960.000.

On October 24, 2022, a trial will be held with an exception agenda from the Group at the District Court level, the PHI case register number is No. 146/Pdt.Sus-PHI/2022/PN Plg with 3 plaintiffs and the value of the lawsuit is Rp118,420,000.

On October 24, 2022, a trial will be held with a replica agenda from the plaintiff at the District Court level, the PHI case register number is No.150/Pdt.Sus-PHI/2022/PN Plg with 1 plaintiff and the value of the lawsuit is Rp66,960,000.

**41. Penyajian Kembali dan Reklasifikasi Laporan Keuangan Konsolidasian**

Dalam proses penyusunan laporan keuangan konsolidasian Grup pada tanggal dan untuk tahun yang berakhir 31 Desember 2022, Grup menyajikan kembali dan melakukan reklasifikasi atas laporan posisi keuangan konsolidasian tanggal 31 Desember 2021 dan 1 Januari 2021 dan laporan laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2021 sehubungan dengan penyelarasan kebijakan akuntansi yang dilakukan secara sukarela oleh Grup mengikuti kebijakan akuntansi induk Perusahaan serta penyesuaian atas pajak tangguhan terkait.

Perincian akun-akun yang disajikan kembali dan direklasifikasi adalah sebagai berikut:

1. Piutang Usaha, Piutang Lain-lain dan Piutang Denda.  
Terdapat perbedaan kebijakan akuntansi terkait metode pencadangan penurunan nilai piutang usaha, piutang lain-lain, dan piutang denda yang tercatat dalam aset tidak lancar lainnya. Oleh karena itu manajemen memutuskan untuk menyajikan kembali laporan keuangan konsolidasian tanggal 31 Desember 2021 dan awal periode sajian komparasi, 1 Januari 2021 menggunakan metode individual dan kolektif sesuai dengan kebijakan induk Perusahaan. Penyesuaian ini menyebabkan penurunan saldo piutang usaha sebesar Rp321.055.622, piutang lain-lain sebesar Rp1.761.866, aset tidak lancar lainnya sebesar Rp23.947.252 dan saldo laba sebesar Rp346.764.740 pada tanggal

**41. Restatement and Reclassification of Consolidates Financial Statement**

In the process of preparing the Group's consolidated financial statements as of and for the year ended December 31, 2022, the Group restated and reclassified the consolidated statements of financial position as of December 31, 2021 and January 1, 2021 and the consolidated statements of profit or loss and other comprehensive income for the year ended as of December 31, 2021 in connection with the adjustment of accounting policies voluntarily carried out by the Group following the Company's parent accounting policies as well as adjustments to the related deferred taxes.

The details of the restated and reclassified accounts are as follows:

1. Trade Receivables, Other Receivables and Penalty of Trade Receivables.  
There are differences in accounting policies regarding the method of providing for impairment of trade receivables, other receivables, and penalty receivables which are recorded in other non-current assets. Therefore, management decided to restate the consolidated financial statements as of December 31, 2021 and the beginning of the comparative presentation period, January 1, 2021 using individual and collective methods in accordance with the Parent's policy.. This adjustment resulted in a decrease in the balance of trade receivables by Rp321,055,622, other receivables by Rp1,761,866, other non-current assets amounting to Rp23,947,252 and retained earnings of Rp346,764,740 on January 1, 2021. This adjustment resulted



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

- 1 Januari 2021. Penyesuaian ini menyebabkan kenaikan pendapatan lainnya sebesar Rp28.370.098 untuk tahun yang berakhir 31 Desember 2021.
2. **Persediaan**  
Terdapat perbedaan kebijakan akuntansi terkait metode pencadangan penurunan nilai persediaan suku cadang. Oleh karena itu manajemen memutuskan untuk menyajikan kembali laporan keuangan konsolidasian tanggal 31 Desember 2021 dan awal periode sajian komparasi, 1 Januari 2021 menggunakan presentase dari umur persediaan suku cadang sesuai dengan kebijakan induk Perusahaan. Penyesuaian ini menyebabkan penurunan saldo persediaan dan saldo laba sebesar Rp46.251.631 pada tanggal 1 Januari 2021. Penyesuaian ini juga menyebabkan kenaikan beban operasi lainnya sebesar Rp2.405.090 untuk tahun yang berakhir 31 Desember 2021.
3. **Aset Takberwujud**  
Terdapat perbedaan kebijakan akuntansi terkait masa manfaat dan klasifikasi aset takberwujud. Oleh karena itu manajemen memutuskan untuk menyajikan kembali laporan keuangan konsolidasian tanggal 31 Desember 2021 dan awal periode sajian komparasi, 1 Januari 2021 menggunakan masa manfaat 5 tahun sesuai dengan kebijakan induk Perusahaan. Penyesuaian ini menyebabkan penurunan saldo aset takberwujud dan saldo laba sebesar Rp55.561.678 pada tanggal 1 Januari 2021. Penyesuaian ini juga menyebabkan kenaikan beban penjualan, beban umum dan administrasi masing-masing sebesar Rp18.315.320 dan Rp8.891.511, penurunan beban pokok penjualan sebesar Rp2.556.797 untuk tahun yang berakhir 31 Desember 2021. Penyesuaian ini juga menyebabkan reklasifikasi dari aset takberwujud ke aset tak lancar lainnya sebesar Rp61.038.272, dan ke beban akrual dan utang development, provisi reklamasi dan paska tambang sebesar Rp90.000.016 pada tanggal 1 Januari 2021.

Dalam proses penyusunan laporan keuangan konsolidasian Grup pada tanggal dan untuk tahun yang berakhir 31 Desember 2022, manajemen mempertimbangkan ulang

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

- in an increase in other income of Rp28,370,098 for the year ended December 31, 2021.*
2. **Inventory**  
*There are differences in accounting policies regarding the method of providing for impairment in the value of inventory spareparts. Therefore, management decided to restate the consolidated financial statements as of December 31, 2021 and the beginning of the comparative presentation period, January 1, 2021 using percentage of the spareparts inventory's aging in accordance with the Parent's policy. This adjustment resulted in a decrease in inventory balance and retained earnings by Rp46,251,631 on January 1, 2021. This adjustment also caused an increase in expenses other operations amounting to Rp2,405,090 for the year ended December 31, 2021.*
  3. **Intangible Assets**  
*There are differences in accounting policies regarding the useful life and classification of intangible assets. Therefore, management decided to restate the consolidated financial statements as of December 31, 2021 and the beginning of the comparative presentation period, January 1, 2021 using useful life of 5 years in accordance with the Parent's policy. This adjustment resulted in a decrease in the balance of intangible assets and retained earnings of Rp55,561,678 on January 1, 2021. This adjustment also caused an increase selling expenses, general and administrative expenses amounted to Rp18,315,320 and Rp8,891,511, respectively, decreased cost of goods sold by Rp2,556,797 for the year ended December 31, 2021. This adjustment also resulted in the reclassification from intangible assets to other non-current assets of Rp61,038,272, and to development accruals and payables, reclamation and post-mining provisions of Rp90,000,016 on January 1, 2021.*

*In the process of preparing the Group's consolidated financial statements as of and for the year ended December 31, 2022, management reconsidered the interpretation of*

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

interpretasi atas fakta, keadaan, dan perlakuan akuntansi yang relevan dan memutuskan bahwa penyajian kembali dan melakukan reklasifikasi laporan keuangan konsolidasian Grup pada tanggal dan untuk tahun yang berakhir 31 Desember 2021 dan pada tanggal 1 Januari 2021 diperlukan dikarenakan hal-hal berikut ini:

1. Kurang catat terkait Kewajiban Program Tunjangan Hari Tua Karyawan  
Terdapat selisih antara saldo kewajiban Asuransi Jiwa Bersama Bumiputera 1912 ("AJB BP") terhadap nilai *Past Service Liabilities* ("PSL") dari hasil perhitungan aktuaris pada tahun 2000 – 2016. Perusahaan belum memenuhi kewajibannya dikarenakan dari AJB BP terlebih dahulu tidak melaksanakan kewajibannya untuk melakukan pembayaran klaim sesuai kontrak No. HK.00.05/056/2000 tentang Pengelolaan Asuransi Program Kesejahteraan Karyawan Berupa Tabungan Hari Tua. Manajemen telah melakukan kajian ulang atas besarnya kewajiban yang harus dibukukan untuk mengantisipasi kemungkinan kerugian yang dapat timbul dari pemenuhan kewajiban kontrak tersebut. Oleh karena itu manajemen memutuskan untuk menyajikan kembali laporan keuangan konsolidasian tanggal 31 Desember 2021 dan awal periode sajian komparasi, 1 Januari 2021. Penyesuaian ini menyebabkan kenaikan liabilitas dan penurunan saldo laba ditahan sebesar Rp27.355.653 pada tanggal 1 Januari 2021.
2. Kurang catat Provisi Reklamasi dan Pasca Tambang  
Terdapat kurang catat saldo provisi reklamasi dan pasca tambang sesuai dengan Surat Keputusan Gubernur Sumatera Selatan No. 540/0322/DESDM-IV-1/2018 tanggal 9 Februari 2018 tentang persetujuan rencana reklamasi tambang Batu Kapur Bukit Pelawi dan SK Gubernur Sumatera Selatan No. 540/1139/DESDM/IV-1/2018 tanggal 24 Mei 2018 tentang persetujuan rencana pascatambang Batu Kapur Bukit Pelawi. Manajemen telah melakukan kajian ulang atas besarnya kewajiban yang harus dibukukan untuk mengantisipasi kemungkinan kerugian yang dapat timbul dari pemenuhan kewajiban reklamasi dan pasca tambang berdasarkan surat keputusan tersebut. Oleh karena itu

the relevant accounting facts, circumstances and treatment and decided that a restatement and reclassification of the Group's consolidated financial statements as of and for the year ends on December 31, 2021 and on January 1, 2021 is required due to the following:

1. Under record regarding the Obligation of the Employee Old Age Benefit Program  
There is a difference between the balance of the liabilities of Asuransi Jiwa Bersama Bumiputera 1912 ("AJB BP") and the value of Past Service Liabilities ("PSL") from the results of actuary calculations in 2000 – 2016. The company has not fulfilled its obligations because AJB BP did not carry out its obligations to make payment of claims according to contract No.: HK.00.05/056/2000 concerning Management of Employee Welfare Program Insurance in the Form of Old Age Savings. Management has reviewed the amount of liabilities that must be recorded to anticipate possible losses that may arise from fulfilling these contractual obligations. Therefore, management decided to restate the consolidated financial statements as of December 31, 2021 and the beginning of the comparative presentation period, January 1, 2021. This adjustment resulted in an increase in liabilities and a decrease in retained earnings by Rp27,355,653 on January 1, 2021.
2. Under record of Reclamation and Post-Mining Provisions  
There is an underreporting of reclamation and post-mining provision balances in accordance with the Decree of the Governor of South Sumatra No. 540/0322/DESDM-IV-1/2018 dated 9 February 2018 regarding the approval of the Bukit Pelawi Limestone mine reclamation plan and South Sumatra Governor Decree No. 540/1139/DESDM/IV-1/2018 dated 24 May 2018 regarding the approval of the Bukit Pelawi Limestone post-mining plan. Management has conducted a review of the amount of liabilities that must be recorded to anticipate possible losses that may arise from fulfilling reclamation and post-mining obligations based on the decision letter. Therefore, management decided to restate the consolidated financial

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

manajemen memutuskan untuk menyajikan kembali laporan keuangan konsolidasian tanggal 31 Desember 2021 dan awal periode komparasi, 1 Januari 2021. Penyesuaian ini menyebabkan kenaikan liabilitas dan penurunan saldo laba ditahan sebesar Rp36.146.006 pada tanggal 1 Januari 2021.

statements December 31, 2021 and the beginning of the comparative period, January 1, 2021. This adjustment has resulted in an increase in liabilities and a decrease in retained earnings by Rp36,146,006 on January 1, 2021.

3. Reklasifikasi Kas dan Setara Kas ke Aset Tidak Lancar Lainnya  
Pada tanggal 31 Desember 2021 dan 1 Januari 2021, Grup telah mereklasifikasi kas dan setara kas ke aset tidak lancar lainnya sesuai dengan Perjanjian Pinjaman Sindikasi No.28 tanggal 13 Agustus 2020 yang ditempatkan pada PT Bank Negara Indonesia (Persero) Tbk, masing-masing sebesar Rp50.125.805 dan Rp23.992.168.
4. Lainnya  
Penyesuaian lainnya merupakan penyesuaian-penyesuaian yang secara individual tidak signifikan nilainya untuk mengoreksi kesalahan pencatatan.

3. Reclassified of Cash on Hand and Cash Equivalents to Other Non-Current Assets  
On December 31, 2021 and January 1, 2021, the Group has reclassified cash and cash equivalents to other non-current assets in accordance with the Syndicated Loan Agreement No. 28 dated August 13, 2020 which were placed at PT Bank Negara Indonesia (Persero) Tbk, each amounting to Rp50,125,805 and Rp23,992,168.
4. Others  
Other adjustments are adjustments that are individually not significant in value to correct recording errors.

Ringkasan atas dampak penyajian kembali dan reklasifikasi atas laporan keuangan konsolidasian Grup disajikan pada tabel di bawah ini:

A summary of the impact of the restatement and reclassification of the Group's consolidated financial statements is presented in the table below:

|                                          | 31 Desember 2021/<br>December 31, 2021 | Penyesuaian/<br>Adjustment | Reklasifikasi/<br>Reclassification | 31 Desember 2021/<br>December 31, 2021 |                                      |
|------------------------------------------|----------------------------------------|----------------------------|------------------------------------|----------------------------------------|--------------------------------------|
| <b>ASET</b>                              |                                        |                            |                                    |                                        | <b>ASSETS</b>                        |
| <b>ASET LANCAR</b>                       |                                        |                            |                                    |                                        | <b>CURRENT ASSETS</b>                |
| Kas dan Setara Kas                       | 534.829.582                            | --                         | (50.125.805)                       | 484.703.777                            | <b>Cash and Cash Equivalents</b>     |
| Piutang Usaha                            |                                        |                            |                                    |                                        | Trade Receivables                    |
| Pihak Berelasi                           | 7.923.000                              | --                         | 8.522.777                          | 16.445.777                             | Related Parties                      |
| Pihak Ketiga                             | 466.029.285                            | (291.744.120)              | (8.522.777)                        | 165.762.388                            | Third Parties                        |
| Piutang Lain - Lain                      |                                        |                            |                                    |                                        | Other Receivables                    |
| Pihak Berelasi                           | --                                     | --                         | --                                 | --                                     | Related Parties                      |
| Pihak Ketiga                             | 1.598.649                              | (980.216)                  | --                                 | 618.433                                | Third Parties                        |
| Persediaan                               | 282.226.860                            | (49.173.235)               | --                                 | 233.053.625                            | Inventories                          |
| <b>ASET TIDAK LANCAR</b>                 |                                        |                            |                                    |                                        | <b>NON - CURRENT ASSETS</b>          |
| Aset Tetap                               | 4.132.635.897                          | (13.825.386)               | --                                 | 4.118.810.511                          | Fixed Assets                         |
| Aset Takberwujud                         | 204.077.132                            | (80.211.299)               | (95.968.767)                       | 27.897.065                             | Intangible Assets                    |
| Aset Tidak Lancar Lainnya                | 169.125.666                            | (28.230.684)               | 64.467.591                         | 205.362.573                            | Other Non - Current Assets           |
| <b>LIABILITAS</b>                        |                                        |                            |                                    |                                        | <b>LIABILITIES</b>                   |
| <b>LIABILITAS JANGKA PENDEK</b>          |                                        |                            |                                    |                                        | <b>CURRENT LIABILITIES</b>           |
| Utang Usaha                              |                                        |                            |                                    |                                        | Trade Payables                       |
| Pihak Berelasi                           | 90.401.309                             | --                         | (240.146)                          | 90.161.163                             | Related Parties                      |
| Pihak Ketiga                             | 160.434.215                            | 2.878.585                  | (6.118.538)                        | 157.194.262                            | Third Parties                        |
| Utang Lain-lain                          |                                        |                            |                                    |                                        | Trade Payables                       |
| Pihak Berelasi                           | --                                     | --                         | 331.170                            | 331.170                                | Related Parties                      |
| Pihak Ketiga                             | --                                     | --                         | 39.987.005                         | 39.987.005                             | Third Parties                        |
| Utang Pajak                              | 18.164.189                             | 4.788.579                  | --                                 | 22.952.768                             | Taxes Payable                        |
| Beban Akrua                              | 124.215.850                            | 144.985                    | (81.626.981)                       | 42.733.854                             | Accrued Expenses                     |
| Liabilitas Jangka Pendek Lainnya         | 6.603.844                              | 27.355.648                 | (33.959.492)                       | --                                     | Other Current Liabilities            |
| <b>LIABILITAS JANGKA PANJANG</b>         |                                        |                            |                                    |                                        | <b>NON - CURRENT LIABILITIES</b>     |
| Liabilitas Pajak Tangguhan               | 145.141.491                            | (69.400.517)               | --                                 | 75.740.974                             | Deferred Tax Liabilities             |
| Utang Development                        |                                        |                            |                                    |                                        | Development Liability, Provision For |
| Provisi Reklamasi dan Pasca Tambang      | 11.924.688                             | 36.146.006                 | --                                 | 48.070.694                             | Reclamation and Mine Clouser         |
| <b>EKUITAS</b>                           |                                        |                            |                                    |                                        | <b>EQUITY</b>                        |
| Saldo Laba                               |                                        |                            |                                    |                                        | Retained Earnings                    |
| Telah Ditentukan Penggunaanya            | 1.017.670.369                          | -                          | 5.855.767                          | 1.023.526.136                          | Appropriated                         |
| Belum Ditentukan Penggunaanya            | 239.059.534                            | (466.078.226)              | (5.804.500)                        | (232.823.192)                          | Unappropriated                       |
| Penghasilan (Kerugian) Komprehensif Lain | (54.382.138)                           | -                          | (201)                              | (54.382.339)                           | Other Comprehensive Income (Loss)    |
| Kepentingan Non - Pengendali             | 36.537                                 | -                          | (51.068)                           | (14.531)                               | Non - Controlling Interests          |

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                          | 31 Desember 2020/<br>December 31, 2020         | Penyesuaian/<br>Adjustment         | Reklasifikasi/<br>Reclassification         | 1 Januari 2021/<br>January 1, 2021             |                                             |
|------------------------------------------|------------------------------------------------|------------------------------------|--------------------------------------------|------------------------------------------------|---------------------------------------------|
| <b>ASET</b>                              |                                                |                                    |                                            |                                                | <b>ASSETS</b>                               |
| <b>ASET LANCAR</b>                       |                                                |                                    |                                            |                                                | <b>CURRENT ASSETS</b>                       |
| Kas dan Setara Kas                       | 362,469,101                                    | --                                 | (23,922,168)                               | 338,546,933                                    | <b>Cash and Cash Equivalents</b>            |
| Piutang Usaha                            |                                                |                                    |                                            |                                                | <b>Trade Receivables</b>                    |
| Pihak Berelasi                           | 6,766,226                                      | 315,759                            | (3,127,598)                                | 3,954,387                                      | <b>Related Parties</b>                      |
| Pihak Ketiga                             | 443,455,943                                    | (321,371,381)                      | 23,878,615                                 | 145,963,177                                    | <b>Third Parties</b>                        |
| Piutang Lain - Lain                      |                                                |                                    |                                            |                                                | <b>Other Receivables</b>                    |
| Pihak Berelasi                           | 2,238,785                                      | 236                                | --                                         | 2,239,021                                      | <b>Related Parties</b>                      |
| Pihak Ketiga                             | 6,106,409                                      | (1,762,102)                        | --                                         | 4,344,307                                      | <b>Third Parties</b>                        |
| Persediaan                               | 249,819,117                                    | (46,251,631)                       | --                                         | 203,567,486                                    | <b>Inventories</b>                          |
| Biaya Dibayar Di Muka                    | 4,407,059                                      | --                                 | 416,939                                    | 4,823,998                                      | <b>Prepaid Expenses</b>                     |
| Uang Muka                                | 19,552,596                                     | (2,315,267)                        | (416,939)                                  | 16,820,390                                     | <b>Advances</b>                             |
| <b>ASET LANCAR</b>                       |                                                |                                    |                                            |                                                | <b>NON - CURRENT ASSETS</b>                 |
| Aset Tetap                               | 4,242,524,144                                  | (13,824,973)                       | --                                         | 4,228,699,171                                  | <b>Fixed Assets</b>                         |
| Aset Takberwujud                         | 241,077,027                                    | (55,561,678)                       | (151,039,188)                              | 34,476,160                                     | <b>Intangible Assets</b>                    |
| Aset Tidak Lancar Lainnya                | 151,891,964                                    | (23,947,252)                       | 84,960,439                                 | 212,905,151                                    | <b>Other Non - Current Assets</b>           |
| <b>LIABILITAS</b>                        |                                                |                                    |                                            |                                                | <b>LIABILITIES</b>                          |
| <b>LIABILITAS JANGKA PENDEK</b>          |                                                |                                    |                                            |                                                | <b>CURRENT LIABILITIES</b>                  |
| Utang Usaha                              |                                                |                                    |                                            |                                                | <b>Trade Payables</b>                       |
| Pihak Berelasi                           | 64,214,407                                     | --                                 | (429,689)                                  | 63,784,718                                     | <b>Related Parties</b>                      |
| Pihak Ketiga                             | 194,562,029                                    | 2,878,585                          | 16,522,541                                 | 213,963,155                                    | <b>Third Parties</b>                        |
| Utang Lain-lain                          |                                                |                                    |                                            |                                                | <b>Trade Payables</b>                       |
| Pihak Berelasi                           | --                                             | --                                 | 429,689                                    | 429,689                                        | <b>Related Parties</b>                      |
| Pihak Ketiga                             | --                                             | 27,355,653                         | 6,152,116                                  | 33,507,769                                     | <b>Third Parties</b>                        |
| Utang Pajak                              | 25,543,070                                     | 4,788,578                          | --                                         | 30,331,648                                     | <b>Taxes Payable</b>                        |
| Beban Akrua                              | 97,937,434                                     | 144,990                            | (62,621,541)                               | 35,460,883                                     | <b>Accrued Expenses</b>                     |
| Liabilitas Jangka Pendek Lainnya         | 1,923,640                                      | --                                 | (1,923,640)                                | --                                             | <b>Other Current Liabilities</b>            |
| <b>LIABILITAS JANGKA PANJANG</b>         |                                                |                                    |                                            |                                                | <b>NON - CURRENT LIABILITIES</b>            |
| Liabilitas Pajak Tangguhan               | 126,760,409                                    | (75,065,288)                       | --                                         | 51,695,121                                     | <b>Deferred Tax Liabilities</b>             |
| Utang Development                        |                                                |                                    |                                            |                                                | <b>Development Liability, Provision For</b> |
| Provisi Reklamasi dan Pasca Tambang      | 37,349,593                                     | 36,146,006                         | (27,379,376)                               | 46,116,223                                     | <b>Reclamation and Mine Clouser</b>         |
| <b>EKUITAS</b>                           |                                                |                                    |                                            |                                                | <b>EQUITY</b>                               |
| Saldo Laba                               |                                                |                                    |                                            |                                                | <b>Retained Earnings</b>                    |
| Telah Ditentukan Penggunaannya           | 1,007,899,600                                  | --                                 | --                                         | 1,007,899,600                                  | <b>Appropriated</b>                         |
| Belum Ditentukan Penggunaannya           | 195,420,159                                    | (460,966,816)                      | 1,645,705                                  | (263,900,952)                                  | <b>Unappropriated</b>                       |
| Penghasilan (Kerugian) Komprehensif Lain | (59,326,386)                                   | --                                 | (1,594,551)                                | (60,920,937)                                   | <b>Other Comprehensive Income (Loss)</b>    |
| Kepentingan Non - Pengendali             | 35,016                                         | --                                 | (51,153)                                   | (16,137)                                       | <b>Non - Controlling Interests</b>          |
|                                          | <b>31 Desember 2021/<br/>December 31, 2021</b> | <b>Penyesuaian/<br/>Adjustment</b> | <b>Reklasifikasi/<br/>Reclassification</b> | <b>31 Desember 2021/<br/>December 31, 2021</b> |                                             |
| <b>LABA RUGI</b>                         |                                                |                                    |                                            |                                                | <b>PROFIT AND LOST</b>                      |
| Beban Pokok Penjualan                    | (977.315.238)                                  | 1.795.180                          | --                                         | (975.520.058)                                  | <b>Cost of Good Sold</b>                    |
| <b>Beban Usaha</b>                       |                                                |                                    |                                            |                                                | <b>Operating Expenses</b>                   |
| Beban Penjualan                          | (313.037.384)                                  | (18.315.320)                       | --                                         | (331.352.704)                                  | <b>Selling Expenses</b>                     |
| Beban Umum dan Administrasi              | (228.191.442)                                  | (8.891.511)                        | --                                         | (237.082.953)                                  | <b>General and Administrative Expenses</b>  |
| Pendapatan (Beban) Operasi Lainnya       | 1.269.143                                      | 25.965.008                         | 281.462                                    | 27.515.613                                     | <b>Other Operating Income (Expenses)</b>    |
| <b>Pendapatan (Beban) Keuangan</b>       |                                                |                                    |                                            |                                                | <b>Financial Income (Expense)</b>           |
| Pendapatan Keuangan                      | 14.398.324                                     | --                                 | (281.462)                                  | 14.116.862                                     | <b>Finance Income</b>                       |
| Pajak Penghasilan                        | (16.536.859)                                   | (5.664.771)                        | --                                         | (22.201.630)                                   | <b>Income Tax</b>                           |



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**  
Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**  
For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

|                                                                             | 31 Desember 2021/<br>December 31, 2021 | Penyesuaian/<br>Adjustment | Reklasifikasi/<br>Reclassification | 31 Desember 2021/<br>December 31, 2021 |                                                                              |
|-----------------------------------------------------------------------------|----------------------------------------|----------------------------|------------------------------------|----------------------------------------|------------------------------------------------------------------------------|
| <b>ARUS KAS DARI</b>                                                        |                                        |                            |                                    |                                        | <b>CASH FLOWS FROM</b>                                                       |
| <b>AKTIVITAS OPERASI</b>                                                    |                                        |                            |                                    |                                        | <b>OPERATING ACTIVITIES</b>                                                  |
| Penerimaan Kas dari Pelanggan                                               | 2,068,232,700                          | --                         | (135,601,135)                      | 1,932,631,565                          | Receipt from Customers                                                       |
| Pembayaran Kas kepada Pemasok                                               | (1,537,431,643)                        | 50,125,804                 | 46,871,327                         | (1,440,434,511)                        | Payments to Suppliers                                                        |
| Pembayaran Kas kepada Karyawan                                              | (169,493,224)                          | --                         | --                                 | (169,493,224)                          | Payments to Employees                                                        |
| Pembayaran Bunga Pinjaman Bank                                              | --                                     | --                         | (150,560,701)                      | (150,560,701)                          | Payment of Interest Bank Loan                                                |
| Pembayaran Bunga Medium Term Note                                           | --                                     | --                         | --                                 | (9,000,000)                            | Payment of Medium Term Note Loan Interest                                    |
| Pembayaran Bunga Keuangan                                                   | --                                     | --                         | (4,794,270)                        | (4,794,270)                            | Payment of Finance Interest                                                  |
| Penerimaan Bunga                                                            | 13,846,062                             | --                         | --                                 | 13,846,062                             | Interest Income Receipt                                                      |
| Pembayaran Pajak Penghasilan                                                | (411,848)                              | --                         | (216,702)                          | (628,550)                              | Payment Corporate of Income Tax                                              |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Operasi</b>                     | <b>374,742,048</b>                     |                            |                                    | <b>171,566,369</b>                     | <b>Net Cash Flows Provided by Operating Activities</b>                       |
| <b>ARUS KAS DARI</b>                                                        |                                        |                            |                                    |                                        | <b>CASH FLOWS FROM</b>                                                       |
| <b>AKTIVITAS INVESTASI</b>                                                  |                                        |                            |                                    |                                        | <b>INVESTING ACTIVITIES</b>                                                  |
| Pembelian Aset Tetap                                                        | (28,009,181)                           | --                         | --                                 | (28,009,181)                           | Acquisition of Fixed Assets                                                  |
| Penjualan Aset Tetap                                                        | 303,866                                | --                         | --                                 | 303,866                                | Sales of Fixed Assets                                                        |
| Pembelian Aset Takberwujud                                                  | (485,600)                              | --                         | --                                 | (485,600)                              | Purchase of Intangible Assets                                                |
| Aset Dalam Pembangunan                                                      | (4,655,834)                            | --                         | --                                 | (4,655,834)                            | Construction in Progress                                                     |
| Pembelian Lahan untuk Pengembangan                                          | (6,860,575)                            | --                         | 172,012                            | (6,688,563)                            | Acquisition of Land for Development                                          |
| <b>Arus Kas Bersih Digunakan untuk Aktivitas Investasi</b>                  | <b>(39,707,324)</b>                    |                            |                                    | <b>(39,535,312)</b>                    | <b>Net Cash Flows Used in Investing Activities</b>                           |
| <b>ARUS KAS DARI</b>                                                        |                                        |                            |                                    |                                        | <b>CASH FLOWS FROM</b>                                                       |
| <b>AKTIVITAS PENDANAAN</b>                                                  |                                        |                            |                                    |                                        | <b>FINANCING ACTIVITIES</b>                                                  |
| Penerimaan Pinjaman Bank                                                    | 480,000,000                            | --                         | 17,627,148                         | 497,627,148                            | Receipt of Bank Loan                                                         |
| Pembayaran Bunga Pinjaman Bank                                              | (150,560,701)                          | --                         | 150,560,701                        | --                                     | Payment of Interest Bank Loan                                                |
| Pembayaran Bunga Keuangan                                                   | (4,794,270)                            | --                         | 4,794,270                          | --                                     | Payment of Finance Interest                                                  |
| Pembayaran Pokok Pinjaman Bank                                              | (36,100,000)                           | --                         | (5,294,229)                        | (41,394,229)                           | Payment of Bank Loan                                                         |
| Pembayaran Pokok Liabilitas Sewa                                            | (33,675,693)                           | --                         | --                                 | (33,675,693)                           | Payment of Lease Liabilities Principal                                       |
| Pembayaran Bunga Liabilitas Sewa                                            | (8,262,115)                            | --                         | 112,139                            | (8,149,976)                            | Payment of Lease Liabilities Interest                                        |
| Pembayaran Pokok Medium Term Note                                           | (400,000,000)                          | --                         | --                                 | (400,000,000)                          | Payment of Medium Term Note Loan Principal                                   |
| Pembayaran Bunga Medium Term Note                                           | (9,000,000)                            | --                         | 9,000,000                          | --                                     | Payment of Medium Term Note Loan Interest                                    |
| <b>Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan</b> | <b>(162,392,779)</b>                   |                            |                                    | <b>14,407,250</b>                      | <b>Net Cash Flows Provided by (Used in) Financing Activities</b>             |
| <b>KENAIKAN (PENURUNAN) BERSIH</b>                                          |                                        |                            |                                    |                                        | <b>NET INCREASE (DECREASE)</b>                                               |
| <b>KAS DAN SETARA KAS</b>                                                   | <b>172,641,945</b>                     |                            |                                    | <b>146,438,307</b>                     | <b>IN CASH AND CASH EQUIVALENTS</b>                                          |
| <b>PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS</b>          | <b>(281,463)</b>                       | --                         | --                                 | <b>(281,463)</b>                       | <b>EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b> |
| <b>KAS DAN SETARA KAS PADA AWAL PERIODE</b>                                 | <b>362,469,101</b>                     | (23,922,167)               | --                                 | <b>338,546,934</b>                     | <b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD</b>              |
| <b>KAS DAN SETARA KAS PADA AKHIR PERIODE</b>                                | <b>534,829,582</b>                     |                            |                                    | <b>484,703,778</b>                     | <b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>                    |

## 42. Peristiwa Setelah Periode Laporan

Pada tanggal 24 Januari 2023 Perusahaan mengadakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) di Hotel Sari Pacific, Jakarta dengan pembahasan mata acara pertama berupa perubahan Anggaran Dasar Perusahaan yang didasari atas bergabungnya Perusahaan dengan PT Semen Indonesia (Persero) Tbk (SIG) dalam *holding* sub kluster semen. Mata acara kedua terdapat perubahan susunan pengurus Perusahaan, memberhentikan dengan hormat anggota Dewan Komisaris yaitu Komisaris Independen Darusman Mawardi dan Komisaris Oke Nurwan dan mengangkat Hadi Daryanto sebagai Komisaris Perusahaan.

Selain itu, RUPSLB juga memberhentikan dengan hormat anggota Direksi SMBR yaitu Direktur Pemasaran, Mukhamad Saifudin dan Direktur Umum & SDM, Gatot Mardiana. Selanjutnya terdapat perubahan nomenklatur Direktur Keuangan dan Manajemen Risiko menjadi Direktur (Fungsi Keuangan dan SDM), Direktur Produksi dan Pengembangan menjadi Direktur (Fungsi Operasi Perusahaan), sehingga susunan

## 42. Events After Reporting Date

On January 24, 2023 the Company held an Extraordinary General Meeting of Shareholders (EGMS) at the Sari Pacific Hotel, Jakarta with discussion of the first agenda item in the form of amendments to the Company's Articles of Association based on the Company's joining with PT Semen Indonesia (Persero) Tbk (SIG) in holding cement sub-cluster. The second item on the agenda is a change in the composition of the Company's management, honorably dismissing members of the Board of Commissioners, namely Independent Commissioner Darusman Mawardi and Commissioner Oke Nurwan and appointing Hadi Daryanto as the Company's Commissioner..

In addition, the EGMS also honorably dismissed members of the SMBR Board of Directors, namely the Director of Marketing, Mukhamad Saifudin and the Director of General Affairs & HR, Gatot Mardiana. Furthermore, there was a change in the nomenclature of the Director of Finance and Risk Management to become a Director (Finance and HR Function), the Director of Production and Development to a Director



**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

kepengurusan pun berubah menjadi sebagai berikut:

(Company Operations Function), so that the management composition changed to the following:

**Dewan Komisaris/  
Board of Commissioners**

**Dewan Komisaris**

Komisaris Utama  
Komisaris Independen  
Komisaris

Franciscus M.A. Sibarani  
Chowadja Sanova  
Hadi Daryanto

**Board of Commissioners**

President Commissioner  
Independent Commissioner  
Commissioner

**Direksi/ Directors**

Direktur Utama  
Direktur  
Direktur

Daconi Khotob  
Tubagus Muhammad Dharury  
Suherman Yahya

President Director  
Director  
Director

Berdasarkan Keputusan Dewan Komisaris No. SK-04/DK-SB/II/2023 pada tanggal 28 Februari 2023 PT Semen Baturaja Tbk, memutuskan pemberhentian dengan hormat Mansyursyah Nasution dan mengangkat A Bakar terhitung mulai tanggal 1 Maret 2023.

Based on the Decision of the Board of Commissioners No. SK-04/DK-SB/II/2023 on February 28, 2023 PT Semen Baturaja Tbk, decided to respectfully discharge Mansyursyah Nasution and appointed A Bakar starting from March 1, 2023.

**43. Tanggung Jawab Manajemen dan Persetujuan Atas Laporan Keuangan**

Manajemen Grup bertanggung jawab atas penyusunan laporan keuangan yang telah diselesaikan pada tanggal 7 Maret 2023.

**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 March 7, 2023.

**44. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif**

DSAK-IAI telah menerbitkan beberapa standar baru, amendemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2022.

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;

**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, 2022.

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;

**PT SEMEN BATURAJA Tbk  
DAN ENTITAS ANAK  
CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir  
Pada tanggal 31 Desember 2022 dan 2021  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk  
AND SUBSIDIARY  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS**

For the Years Ended  
December 31, 2022 and 2021  
(Expressed in thousand Rupiah,  
unless otherwise stated)

- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi;
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal; dan
- Revisi PSAK 107: Akuntansi Ijarah.

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.

Hingga tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amendemen standar dan interpretasi standar tersebut.

- Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;
- Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and
- Revised PSAK 107: Accounting for Ijara.

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.

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 2022 dan 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lainnya, laporan perubahan ekuitas, dan laporan arus kas untuk periode-periode 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, kecuali untuk investasi pada entitas anak yang dicatat menggunakan metode biaya.

**45. Supplementary Financial Information**

The accompanying financial information of the Company (parent), which comprises the statements of financial position as of December 31, 2022 and 2021, and the statements of profit or loss and other comprehensive income, changes equity, and cash flows for the periods 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, except for the investments in subsidiaries which are accounted for using the cost method.

**PT SEMEN BATURAJA Tbk**  
**ENTITAS INDUK**  
**LAPORAN POSISI KEUANGAN**  
**KONSOLIDASIAN INTERIM**

Pada Tanggal 31 Desember 2022, 2021 dan  
 1 Januari 2021/ 31 Desember 2020  
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**PARENT ENTITY**  
**CONSOLIDATED INTERIM STATEMENTS**  
**OF FINANCIAL POSITION**

As of December 31, 2022, 2021 and  
 January 1, 2021/ December 31, 2020  
 (Expressed in thousand Rupiah, unless otherwise stated)

|                                 | 2022<br>Rp           | 2021 *)<br>Rp        | 1 Jan 2021/<br>Jan 1, 2021 *)<br>Rp |
|---------------------------------|----------------------|----------------------|-------------------------------------|
| <b>ASET</b>                     |                      |                      |                                     |
| <b>ASET LANCAR</b>              |                      |                      |                                     |
| Kas dan Setara Kas              | 513,805,008          | 481,679,990          | 329,628,005                         |
| Piutang Usaha                   |                      |                      |                                     |
| Pihak Berelasi                  | 180,510,407          | 181,253,027          | 152,326,083                         |
| Pihak Ketiga                    | 181,829,437          | 140,434,539          | 124,253,364                         |
| Piutang Lain - Lain             |                      |                      |                                     |
| Pihak Berelasi                  | 2,854,423            | 244,203              | 2,239,021                           |
| Pihak Ketiga                    | 336,127              | 618,433              | 4,344,307                           |
| Persediaan                      | 224,362,222          | 231,618,998          | 202,862,504                         |
| Pajak Dibayar Dimuka            | 788,427              | 766,707              | 766,677                             |
| Biaya Dibayar Dimuka            | 22,285,512           | 1,947,375            | 2,840,499                           |
| Uang Muka                       | 6,546,724            | 7,410,722            | 16,581,391                          |
| Aset Lancar Lainnya             | 376,802              | 551,498              | 525,496                             |
| <b>Jumlah Aset Lancar</b>       | <b>1,133,695,089</b> | <b>1,046,525,492</b> | <b>836,367,347</b>                  |
| <b>ASET TIDAK LANCAR</b>        |                      |                      |                                     |
| Penyertaan Saham                | 40,000,000           | 40,000,000           | 40,000,000                          |
| Aset Tetap                      | 3,960,915,091        | 4,024,318,126        | 4,121,031,911                       |
| Aset Takberwujud                | 19,888,818           | 27,564,565           | 34,362,760                          |
| Aset Tidak Lancar Lainnya       | 135,702,205          | 201,907,890          | 211,148,431                         |
| <b>Jumlah Aset Tidak Lancar</b> | <b>4,156,506,114</b> | <b>4,293,790,581</b> | <b>4,406,543,102</b>                |
| <b>TOTAL ASET</b>               | <b>5,290,201,203</b> | <b>5,340,316,073</b> | <b>5,242,910,449</b>                |

**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 Assets

**Total Current Assets**

**NON - CURRENT ASSETS**

Investment in Share  
 Fixed Assets  
 Intangible Assets  
 Other Non Current Assets

**Total Non Current Assets**

**TOTAL ASSETS**

\*) Disajikan kembali

\*) Restated

**PT SEMEN BATURAJA Tbk**  
**ENTITAS INDUK**  
**LAPORAN POSISI KEUANGAN**  
**KONSOLIDASIAN INTERIM (Lanjutan)**  
 31 Desember 2022 dan 2021  
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**PARENT ENTITY**  
**CONSOLIDATED INTERIM STATEMENTS**  
**OF FINANCIAL POSITION (Continued)**  
 December 31, 2022 and 2021  
 (Expressed in thousand Rupiah, unless otherwise stated)

|                                                                                      | 2022<br>Rp           | 2021 *)<br>Rp        | 1 Jan 2021/<br>Jan 1, 2021 *)<br>Rp |                                                                       |
|--------------------------------------------------------------------------------------|----------------------|----------------------|-------------------------------------|-----------------------------------------------------------------------|
| <b>LIABILITAS DAN EKUITAS</b>                                                        |                      |                      |                                     | <b>LIABILITIES AND EQUITY</b>                                         |
| <b>LIABILITAS JANGKA PENDEK</b>                                                      |                      |                      |                                     | <b>CURRENT LIABILITIES</b>                                            |
| Utang Usaha                                                                          |                      |                      |                                     | Trade Payables                                                        |
| Pihak Berelasi                                                                       | 143,927,452          | 116,136,208          | 63,784,718                          | Related Parties                                                       |
| Pihak Ketiga                                                                         | 188,200,941          | 151,105,953          | 230,465,372                         | Third Parties                                                         |
| Utang Usaha                                                                          |                      |                      |                                     | Trade Payables                                                        |
| Pihak Berelasi                                                                       | 21,373,056           | 331,170              | 429,689                             | Related Parties                                                       |
| Pihak Ketiga                                                                         | 45,920,817           | 39,932,575           | 33,507,769                          | Third Parties                                                         |
| Utang Pajak                                                                          | 20,666,637           | 18,124,040           | 25,477,203                          | Taxes Payable                                                         |
| Beban Akruai                                                                         | 37,351,078           | 41,587,134           | 35,210,893                          | Accrued Expenses                                                      |
| Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun:                           |                      |                      |                                     | Long Term Debt Maturity in One Year                                   |
| Pinjaman Bank                                                                        | 93,500,000           | 53,000,000           | 425,523,681                         | Bank Loans                                                            |
| Liabilitas Sewa                                                                      | 8,329,346            | 5,419,910            | 6,625,049                           | Lease Liabilities                                                     |
| Liabilitas Imbalan Kerja Jangka Pendek                                               | 32,647,661           | 1,200,000            | 548,170                             | Short Term Employee Benefits Liabilities                              |
| <b>Jumlah Liabilitas Jangka Pendek</b>                                               | <b>591,916,988</b>   | <b>426,836,990</b>   | <b>821,572,544</b>                  | <b>Total Current Liabilities</b>                                      |
| <b>LIABILITAS JANGKA PANJANG</b>                                                     |                      |                      |                                     | <b>NON - CURRENT LIABILITIES</b>                                      |
| Pinjaman Jangka Panjang, Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun: |                      |                      |                                     | Long Term Debt - After Deducting The Portion that Matures in One Year |
| Pinjaman Bank                                                                        | 1,256,772,886        | 1,585,640,806        | 1,173,130,470                       | Bank Loans                                                            |
| Liabilitas Sewa                                                                      | 74,440,418           | 78,266,236           | 72,618,111                          | Lease Liabilities                                                     |
| Liabilitas Pajak Tangguhan                                                           | 88,794,072           | 71,420,885           | 48,427,575                          | Deferred Tax Liabilities                                              |
| Liabilitas Imbalan Kerja Jangka Panjang                                              | 61,807,992           | 49,824,670           | 51,463,619                          | Long Term Employee Benefit Liabilities                                |
| Provisi Reklamasi dan Pasca Tambang                                                  | 51,041,268           | 48,070,694           | 46,116,223                          | Provision for Reclamation and Mine Closure                            |
| <b>Jumlah Liabilitas Jangka Panjang</b>                                              | <b>1,532,856,636</b> | <b>1,833,223,291</b> | <b>1,391,755,998</b>                | <b>Total Non - Current Liabilities</b>                                |
| <b>JUMLAH LIABILITAS</b>                                                             | <b>2,124,773,624</b> | <b>2,260,060,281</b> | <b>2,213,328,542</b>                | <b>TOTAL LIABILITIES</b>                                              |
| <b>Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk</b>                 |                      |                      |                                     | <b>Equity Attributable to Equity Holders of the Parent Entity</b>     |
| Modal Saham                                                                          |                      |                      |                                     | Share Capital                                                         |
| Modal Dasar 30.000.000.000                                                           |                      |                      |                                     | Authorized 30,000,000,000                                             |
| Lembar Saham Biasa, Modal Ditempatkan dan Disetor Penuh Sebesar 9.932.534.336        |                      |                      |                                     | Common Shares, Issued Fully Paid-up Capital 9,932,534,336             |
| Lembar Saham Dengan Nilai Nominal Rp100 Per Lembar Saham                             | 993,253,434          | 993,253,434          | 993,253,434                         | Shares With per Par Value Rp100 Per Share                             |
| Tambahan Modal Disetor                                                               | 1,270,606,785        | 1,270,606,785        | 1,270,606,785                       | Additional Paid-in Capital                                            |
| Saldo Laba                                                                           | 962,748,722          | 869,323,401          | 825,170,974                         | Retained Earnings                                                     |
| Penghasilan (Kerugian) Komprehensif Lain                                             | (61,181,362)         | (52,927,828)         | (59,449,286)                        | Other Comprehensive Income (Loss)                                     |
| <b>Jumlah Ekuitas</b>                                                                | <b>3,165,427,579</b> | <b>3,080,255,792</b> | <b>3,029,581,907</b>                | <b>Total Equity</b>                                                   |
| <b>JUMLAH LIABILITAS DAN EKUITAS</b>                                                 | <b>5,290,201,203</b> | <b>5,340,316,073</b> | <b>5,242,910,449</b>                | <b>TOTAL LIABILITIES AND EQUITY</b>                                   |

\*) Disajikan kembali

\*) Restated

**PT SEMEN BATURAJA Tbk**  
**ENTITAS INDUK**  
**LAPORAN LABA RUGI DAN PENGHASILAN**  
**KOMPREHENSIF LAIN KONSOLIDASIAN INTERIM**  
 31 Desember 2022 dan 2021  
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**PARENT ENTITY**  
**CONSOLIDATED INTERIM STATEMENTS OF**  
**PROFIT OR LOSS AND OTHER COMPREHENSIVE**  
 December 31, 2022 and 2021  
 (Expressed in thousand Rupiah, unless otherwise stated)

|                                                         | 2022<br>Rp           | 2021 *)<br>Rp        |
|---------------------------------------------------------|----------------------|----------------------|
| PENJUALAN                                               | 1,858,246,513        | 1,735,159,153        |
| BEBAN POKOK PENJUALAN                                   | (1,027,510,120)      | (961,192,178)        |
| <b>LABA KOTOR</b>                                       | <b>830,736,393</b>   | <b>773,966,975</b>   |
| <b>BEBAN USAHA</b>                                      |                      |                      |
| Beban Penjualan                                         | (326,335,302)        | (342,350,374)        |
| Beban Umum dan Administrasi                             | (251,116,757)        | (230,221,741)        |
| Pendapatan (Beban) Operasi Lainnya                      | 5,670,090            | 27,522,623           |
| <b>Jumlah Beban Usaha</b>                               | <b>(571,781,969)</b> | <b>(545,049,492)</b> |
| <b>LABA USAHA</b>                                       | <b>258,954,424</b>   | <b>228,917,483</b>   |
| <b>PENDAPATAN (BEBAN) KEUANGAN</b>                      |                      |                      |
| Pendapatan Keuangan                                     | 11,602,127           | 14,503,163           |
| Beban Keuangan                                          | (157,430,122)        | (178,114,294)        |
| <b>Jumlah Pendapatan (Beban) Keuangan</b>               | <b>(145,827,995)</b> | <b>(163,611,131)</b> |
| <b>LABA SEBELUM PAJAK PENGHASILAN</b>                   | <b>113,126,429</b>   | <b>65,306,352</b>    |
| <b>BEBAN PAJAK PENGHASILAN</b>                          | <b>(19,701,108)</b>  | <b>(21,153,925)</b>  |
| <b>LABA PERIODE BERJALAN</b>                            | <b>93,425,321</b>    | <b>44,152,427</b>    |
| <b>PENGHASILAN KOMPREHENSIF LAIN</b>                    |                      |                      |
| Pos-Pos yang tidak Akan Direklasifikasikan ke Laba Rugi |                      |                      |
| Pengukuran Kembali Program Imbalan Pasti                | (10,581,454)         | 8,360,844            |
| Pajak Penghasilan Terkait                               | 2,327,920            | (1,839,386)          |
| <b>Jumlah Penghasilan Komprehensif Lain</b>             |                      |                      |
| Periode Berjalan Setelah Pajak                          | <b>(8,253,534)</b>   | <b>6,521,458</b>     |
| <b>JUMLAH LABA KOMPREHENSIF</b>                         |                      |                      |
| <b>PERIODE BERJALAN</b>                                 | <b>85,171,787</b>    | <b>50,673,885</b>    |

|                                                       |
|-------------------------------------------------------|
| SALES                                                 |
| COST OF GOOD SOLD                                     |
| <b>GROSS PROFIT</b>                                   |
| <b>OPERATING EXPENSES</b>                             |
| Selling Expenses                                      |
| General and Administrative Expenses                   |
| Other Operating Income (Expenses)                     |
| <b>Total Operating Expenses</b>                       |
| <b>OPERATING PROFIT</b>                               |
| <b>FINANCIAL INCOME (EXPENSE)</b>                     |
| Financial Income                                      |
| Financial Expenses                                    |
| <b>Total Financial Income (Expenses)</b>              |
| <b>PROFIT BEFORE INCOME TAX</b>                       |
| <b>INCOME TAX EXPENSE</b>                             |
| <b>PROFIT FOR THE PERIOD</b>                          |
| <b>OTHER COMPREHENSIVE INCOME</b>                     |
| Items That Will Not be Reclassified to Profit or Loss |
| Remeasurement of Defined Benefit Program              |
| Related Income Tax                                    |
| <b>Total Others Comprehensive Income</b>              |
| <b>for the Period After Tax</b>                       |
| <b>TOTAL COMPREHENSIVE INCOME</b>                     |
| <b>FOR THE PERIOD</b>                                 |

\*) Disajikan kembali

\*) Restated



**PT SEMEN BATURAJA Tbk**  
**ENTITAS INDUK**

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN INTERIM**

31 Desember 2022 dan 2021

(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**PARENT ENTITY**

**CONSOLIDATED INTERIM STATEMENTS CHANGES IN OF EQUITY**

Desember 31, 2022 and 2021

(Expressed in thousand Rupiah, unless otherwise stated)

Saldo pada tanggal 31 Desember 2020, sebelum disajikan kembali

Dividen  
Laba Tahun Berjalan  
Pencadangan Saldo Laba  
Dampak dari penyajian kembali  
Pengukuran Kembali  
Program Imbalan Pasti  
Saldo Per 1 Januari 2021  
Setelah Penyesuaian

Dividen  
Pencadangan Saldo Laba  
Laba Tahun Berjalan  
Pengukuran Kembali  
Program Imbalan Pasti  
Saldo Per 31 Desember 2021

Pencadangan Saldo Laba  
Laba Periode Berjalan  
Imbalan Kerja Jangka Panjang  
Saldo Per 31 Desember 2022

| Modal Saham/<br>Share Capital | Tambahan<br>Modal Disetor/<br>Additional<br>Paid in Capital | Saldo Laba/<br>Retained Earnings                   |                                                      | Penghasilan Komprehensif Lain/<br>Other Comprehensive Income                    |                                                                       | Jumlah Ekuitas/<br>Total Equity |
|-------------------------------|-------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------|
|                               |                                                             | Telah Ditetapkan<br>Penggunaannya/<br>Appropriated | Belum Ditetapkan<br>Penggunaannya/<br>Unappropriated | Tidak Direklasifikasi<br>ke Laba Rugi/<br>Not Reclassified to<br>Profit or Loss | Direklasifikasi<br>ke Laba Rugi/<br>Reclassified to<br>Profit or Loss |                                 |
| 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)                     |
| --                            | --                                                          | --                                                 | 15,626,536                                           | --                                                                              | --                                                                    | 15,626,536                      |
| --                            | --                                                          | 21,487,903                                         | (21,487,903)                                         | --                                                                              | --                                                                    | --                              |
| --                            | --                                                          | --                                                 | (379,070,178)                                        | --                                                                              | --                                                                    | (379,070,178)                   |
| --                            | --                                                          | --                                                 | --                                                   | (10,115,143)                                                                    | --                                                                    | (10,115,143)                    |
| 993,253,434                   | 1,270,606,785                                               | 1,002,043,833                                      | (176,872,859)                                        | (59,449,286)                                                                    | --                                                                    | 3,029,581,907                   |
| --                            | --                                                          | --                                                 | --                                                   | --                                                                              | --                                                                    | --                              |
| --                            | --                                                          | 15,626,536                                         | (15,626,536)                                         | --                                                                              | --                                                                    | --                              |
| --                            | --                                                          | --                                                 | 44,152,427                                           | --                                                                              | --                                                                    | 44,152,427                      |
| --                            | --                                                          | --                                                 | --                                                   | 6,521,458                                                                       | --                                                                    | 6,521,458                       |
| 993,253,434                   | 1,270,606,785                                               | 1,017,670,369                                      | (148,346,968)                                        | (52,927,828)                                                                    | --                                                                    | 3,080,255,792                   |
| --                            | --                                                          | 49,398,633                                         | (49,398,633)                                         | --                                                                              | --                                                                    | --                              |
| --                            | --                                                          | --                                                 | 93,425,321                                           | --                                                                              | --                                                                    | 93,425,321                      |
| --                            | --                                                          | --                                                 | --                                                   | (8,253,534)                                                                     | --                                                                    | (8,253,534)                     |
| 993,253,434                   | 1,270,606,785                                               | 1,067,069,002                                      | (104,320,280)                                        | (61,181,362)                                                                    | --                                                                    | 3,165,427,579                   |

Balance as of December 31, 2020  
After Adjustment

Dividend  
Profit for the Year  
Appropriation of Retained Earnings  
Long Term Employee Benefit  
Remeasurement of Defined  
Benefit Program  
Balance as of January 1, 2021  
After Adjustment

Dividend  
Appropriation of Retained Earnings  
Profit for the Year  
Remeasurement of Defined  
Benefit Program  
Balance as of December 31, 2021

Appropriation of Retained Earnings  
Profit for the Period  
Long Term Employee Benefit  
Balance as of December 31, 2022

**PT SEMEN BATURAJA Tbk**  
**ENTITAS INDUK**  
**LAPORAN ARUS KAS**  
**KONSOLIDASIAN INTERIM**

31 Desember 2022 dan 2021

(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA Tbk**  
**PARENT ENTITY**  
**CONSOLIDATED INTERIM STATEMENTS OF**  
**CASH FLOWS**

December 31, 2022 and 2021

(Expressed in thousand Rupiah, unless otherwise stated)

|                                                                             | 2022<br>Rp           | 2021 *)<br>Rp       |
|-----------------------------------------------------------------------------|----------------------|---------------------|
| <b>ARUS KAS DARI</b>                                                        |                      |                     |
| <b>AKTIVITAS OPERASI</b>                                                    |                      |                     |
| Penerimaan Kas dari Pelanggan                                               | 2.047.807.773        | 1.903.301.501       |
| Pembayaran Kas kepada Pemasok                                               | (1.351.594.374)      | (1.431.370.160)     |
| Pembayaran Kas kepada Karyawan                                              | (163.880.790)        | (162.763.313)       |
| Pembayaran Bunga Kredit Investasi                                           | (152.107.552)        | (150.560.701)       |
| Pembayaran Bunga Keuangan Lainnya                                           | (330.291)            | (4.794.270)         |
| Pembayaran Bunga <i>Medium Term Note</i>                                    | --                   | (9.000.000)         |
| Penerimaan Bunga                                                            | 11.734.661           | 13.807.182          |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Operasi</b>                     | <b>391.629.426</b>   | <b>158.620.239</b>  |
| <b>ARUS KAS DARI</b>                                                        |                      |                     |
| <b>AKTIVITAS INVESTASI</b>                                                  |                      |                     |
| Pembelian Aset Tetap                                                        | (19.966.948)         | (28.009.181)        |
| Pembelian Aset Dalam Pembangunan                                            | (28.312.064)         | (4.655.834)         |
| Pembelian Aset Takberwujud                                                  | (4.432.977)          | (249.000)           |
| Penjualan Aset Tetap                                                        | 146.632              | 303.866             |
| Pembelian Lahan untuk Pengembangan                                          | --                   | (6.688.563)         |
| <b>Arus Kas Bersih Digunakan untuk Aktivitas Investasi</b>                  | <b>(52.565.355)</b>  | <b>(39.298.712)</b> |
| <b>ARUS KAS DARI</b>                                                        |                      |                     |
| <b>AKTIVITAS PENDANAAN</b>                                                  |                      |                     |
| Penerimaan Pinjaman Bank                                                    | --                   | 480.000.000         |
| Pembayaran Pinjaman Bank                                                    | (291.000.000)        | (36.100.000)        |
| Pembayaran Pinjaman <i>Medium Term Note</i>                                 | --                   | (400.000.000)       |
| Pembayaran Pokok Liabilitas Sewa                                            | (5.886.549)          | (5.953.166)         |
| Pembayaran Bunga Liabilitas Sewa                                            | (10.087.335)         | (4.934.913)         |
| <b>Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan</b> | <b>(306.973.883)</b> | <b>33.011.921</b>   |
| <b>KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS</b>                       | <b>32.090.188</b>    | <b>152.333.448</b>  |
| <b>PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS</b>          | <b>34.830</b>        | <b>(281.463)</b>    |
| <b>KAS DAN SETARA KAS PADA AWAL PERIODE</b>                                 | <b>481.679.990</b>   | <b>329.628.005</b>  |
| <b>KAS DAN SETARA KAS PADA AKHIR PERIODE</b>                                | <b>513.805.008</b>   | <b>481.679.990</b>  |
| <b>Komponen Kas dan Setara Kas Terdiri dari:</b>                            |                      |                     |
| Kas                                                                         | 31.412               | 15.479              |
| Bank                                                                        | 68.773.596           | 71.664.511          |
| Deposito Berjangka dan <i>Call Deposits</i>                                 | 445.000.000          | 410.000.000         |
| <b>Total</b>                                                                | <b>513.805.008</b>   | <b>481.679.990</b>  |

|                                                                              |
|------------------------------------------------------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                  |
| <i>Receipt from Customers</i>                                                |
| <i>Payments to Suppliers</i>                                                 |
| <i>Payments to Employees</i>                                                 |
| <i>Investment Credit Interest Payments</i>                                   |
| <i>Payment of Other Financial Interest</i>                                   |
| <i>Payment of Interest on Medium Term Note</i>                               |
| <i>Interest Income Receipt</i>                                               |
| <b>Net Cash Flows Provided by Operating Activities</b>                       |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                  |
| <i>Acquisition of Fixed Assets</i>                                           |
| <i>Purchase Construction in Progress</i>                                     |
| <i>Purchase of Intangible Assets</i>                                         |
| <i>Sales of Fixed Assets</i>                                                 |
| <i>Acquisition of Land for Development</i>                                   |
| <b>Net Cash Flows Used in for Investing Activities</b>                       |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                  |
| <i>Receipt of Bank Loan</i>                                                  |
| <i>Payment of Bank Loan</i>                                                  |
| <i>Payment of Medium Term Note Loan</i>                                      |
| <i>Payment of Lease Liabilities Principal</i>                                |
| <i>Payment of Interest on Lease Liabilities</i>                              |
| <b>Net Cash Flows Provided by (Used in) Financing Activities</b>             |
| <b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>                  |
| <b>EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b> |
| <b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD</b>              |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>                    |
| <b>Components Cash and Cash Equivalents are as Follows:</b>                  |
| <i>Cash</i>                                                                  |
| <i>Bank</i>                                                                  |
| <i>Time and Call Deposits</i>                                                |
| <b>Total</b>                                                                 |

\*) Disajikan kembali

\*) Restated

# REFERENSI SILANG SEOJK NO. 16 / SEOJK.04/2021 TENTANG BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

## CROSS REFERENCE OF SEOJK NO. 16 /SEOJK.04/2021 REGARDING THE FORM AND CONTENT OF THE ANNUAL REPORT OF ISSUERS OR PUBLIC COMPANIES

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | HALAMAN<br>PAGE |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Ketentuan Umum</b><br>General Terms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |
| Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:<br>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.<br>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.<br>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.<br>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<br>A Public Company is an Issuer that has made a public offering of equity securities or a Publicly-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.<br>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:<br>Board of Directors:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| • 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<br>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                                                                                                                                                                                                                                                      | √               |
| • bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundangundangan mengenai badan hukum tersebut.<br>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:<br>Board of Commissioners:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| • 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<br>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                                                                                                                                                                                                                                                | √               |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | HALAMAN<br>PAGE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>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.<br/>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.</li> </ul>                                                                                                                                                                                                                              | √               |
| h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:<br>General Meeting of Shareholders hereinafter abbreviated as GMS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | √               |
| <ul style="list-style-type: none"> <li>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<br/>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</li> </ul>                                                                                                                                                                                       | √               |
| <ul style="list-style-type: none"> <li>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.<br/>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. .</li> </ul> | √               |
| <p>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.</p> <p>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.</p>                                                                                                                                                                                                                            | √               |
| <p>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.</p> <p>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.</p>                                                                                                                      | √               |
| <p>Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.</p> <p>Annual Reports that are prepared regularly and informatively can provide convenience for investors or shareholders and stakeholders in obtaining the required information.</p>                                                                                                                                                                                                                                                                                                                                                                   | √               |
| <p>Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.</p> <p>This Financial Services Authority Circular is a guideline for Issuers or Public Companies that must be applied in preparing Annual Reports and Sustainability Reports.</p>                                                                                                                                                                                                                                                                                                                                                                                       | √               |
| <b>Bentuk Laporan</b><br>Report Format                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |
| <p>Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik.</p> <p>The Annual Report is presented in the form of printed and electronic documents.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | √               |
| <p>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.</p> <p>The Annual Report is presented in the form of a printed document, printed on light colored paper, of good quality, A4 size, bound, and can be reproduced with good quality.</p>                                                                                                                                                                                                                                                                                                                                                                | √               |
| <p>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.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                   | √               |
| <p>Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam portable document format (PDF).</p> <p>The Annual Report presented in the form of an electronic document is the Annual Report converted into a portable document format (PDF).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    | √               |
| <b>Isi Laporan Tahunan</b><br>Annual Report Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |
| <p>Laporan Tahunan paling sedikit memuat:<br/>The Annual Report shall at least contain:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |
| a. ikhtisar data keuangan penting;<br>overview of important financial data;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 22-26           |
| b. informasi saham (jika ada);<br>stock information (if any);                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 29-33           |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | HALAMAN<br>PAGE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| c. laporan Direksi;<br>report of the Board of Directors;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 58-81           |
| d. laporan Dewan Komisaris;<br>report of the Board of Commissioners;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 46-57           |
| e. profil Emiten atau Perusahaan Publik;<br>profile of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 84-217          |
| f. analisis dan pembahasan manajemen;<br>management analysis and discussion;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 218-305         |
| g. tata kelola Emiten atau Perusahaan Publik;<br>governance of Issuers or Public Companies;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 350-605         |
| h. tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;<br>social and environmental responsibility of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 606-616         |
| i. laporan keuangan tahunan yang telah diaudit; dan<br>audited annual financial report; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 618-745         |
| j. surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan.<br>statement letter of members of the Board of Directors and members of the Board of Commissioners regarding their responsibility for the Annual Report.                                                                                                                                                                                                                                                                                                                                                                                                   | 82-83           |
| Uraian Isi Laporan Tahunan<br>Description of Annual Report Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |
| a. Ikhtisar Data Keuangan Penting 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:<br>Summary of Important Financial Data Summary of important financial data containing financial information that is presented in the form of a comparison for 3 (three) fiscal years or since starting its business if the Issuer or Public Company has carried out its business activities for less than 3 (three) years, at least containing: | 22-26           |
| • pendapatan/penjualan;<br>income/sales;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 22              |
| • laba bruto;<br>gross profit;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 22              |
| • laba (rugi);<br>profit (loss);                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 22              |
| • jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;<br>the amount of profit (loss) attributable to owners of the parent entity and non-controlling interests;                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 23              |
| • total laba (rugi) komprehensif;<br>total comprehensive profit (loss);                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 23              |
| • jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;<br>total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests;                                                                                                                                                                                                                                                                                                                                                                                                                                 | 23              |
| • laba (rugi) per saham;<br>earning (loss) per share;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 23              |
| • jumlah aset;<br>total assets;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 23              |
| • jumlah liabilitas;<br>total liabilities;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 23              |
| • jumlah ekuitas;<br>total equity;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 23              |
| • rasio laba (rugi) terhadap jumlah aset;<br>ratio of profit (loss) to total assets;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 24              |
| • rasio laba (rugi) terhadap ekuitas;<br>ratio of profit (loss) to equity;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 23              |
| • rasio laba (rugi) terhadap pendapatan/penjualan;<br>ratio of profit (loss) to revenue/sales;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 24              |
| • rasio lancar;<br>current ratio;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 24              |
| • rasio liabilitas terhadap ekuitas;<br>ratio of liabilities to equity;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 24              |
| • rasio liabilitas terhadap jumlah aset; dan<br>ratio of liabilities to total assets; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 24              |



| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HALAMAN<br>PAGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya.<br/>other information and financial ratios relevant to the Issuer or Public Company and the type of industry.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 24              |
| b. Informasi Saham<br>Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:<br>Stock Information<br>Stock information for a Public Company shall at least contain:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 29-33           |
| <ul style="list-style-type: none"> <li>saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat:<br/>shares that have been issued for each quarterly period presented in the form of a comparison for the last 2 (two) fiscal years, at least containing:</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                               | 29              |
| <ul style="list-style-type: none"> <li>jumlah saham yang beredar;<br/>number of shares outstanding;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 29              |
| <ul style="list-style-type: none"> <li>kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;<br/>market capitalization based on the price on the stock exchange where the shares are listed;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 29              |
| <ul style="list-style-type: none"> <li>harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan<br/>the highest, lowest, and closing share prices based on prices on the stock exchange where the shares are listed; and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 29              |
| <ul style="list-style-type: none"> <li>volume perdagangan pada bursa efek tempat saham dicatatkan.<br/>trading volume on the stock exchange where the shares are listed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 29              |
| Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;<br>Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on a stock exchange;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | √               |
| Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:<br>In the event of a corporate actions that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of conversion securities, as well as capital additions and deductions, stock information as referred to in number 1) shall be added with at least an explanation regarding: | 32              |
| a. tanggal pelaksanaan aksi korporasi;<br>the date of implementation of the corporate action;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | √               |
| b. rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham;<br>the ratio of stock splits, reverse stock, stock dividends, bonus shares, the number of convertible securities issued, and changes in the nominal value of shares;                                                                                                                                                                                                                                                                                                                                                                                                               | √               |
| c. jumlah saham beredar sebelum dan sesudah aksi korporasi;<br>the number of outstanding shares before and after the corporate action;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | √               |
| d. jumlah efek konversi yang dilaksanakan (jika ada); dan<br>the number of convertible securities exercised (if any); and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | √               |
| e. harga saham sebelum dan sesudah aksi korporasi;<br>the share price before and after the corporate action;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | √               |
| dalam hal terjadi penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut; dan<br>in the event of a temporary suspension of share trading (suspension) and/or delisting of shares in the fiscal year, the reasons for the suspension and/or delisting of shares shall be explained; and                                                                                                                                                                                                                                                                             | 33              |
| dalam hal penghentian sementara perdagangan saham (suspension) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (delisting) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut.<br>in the event that the temporary suspension of share trading as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, it explains the actions taken to resolve the temporary suspension of share trading and/or cancellation of the share listing (delisting).                                                | 33              |
| c. Laporan Direksi<br>Board of Directors' Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 58-81           |
| Laporan Direksi paling sedikit memuat uraian singkat mengenai:<br>The Board of Directors' report shall at least contain a brief description of:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| a. kinerja Emiten atau Perusahaan Publik, paling sedikit memuat:<br>performance of the Issuer or Public Company, at least containing:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |
| <ul style="list-style-type: none"> <li>strategi dan kebijakan strategis Emiten atau Perusahaan Publik;<br/>strategy and strategic policies of the Issuer or Public Company;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 61              |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | HALAMAN<br>PAGE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| • peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;<br>role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;                                                                                                                                                                                                                                                                                                                      | 62              |
| • proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;<br>process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;                                                                                                                                                                                                                                                                                                         | 62              |
| • perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik;<br>dan<br>comparison between the results achieved and those targeted by the Issuer or Public Company; and                                                                                                                                                                                                                                                                                                                                 | 66-67           |
| • kendala yang dihadapi Emiten atau Perusahaan Publik;<br>obstacles faced by Issuers or Public Companies;                                                                                                                                                                                                                                                                                                                                                                                                                                 | 68              |
| b. gambaran tentang prospek usaha Emiten atau Perusahaan Publik;<br>description of the business prospects of the Issuer or Public Company; and                                                                                                                                                                                                                                                                                                                                                                                            | 68-69           |
| c. penerapan tata kelola Emiten atau Perusahaan Publik.<br>implementation of the governance of Issuers or Public Companies.                                                                                                                                                                                                                                                                                                                                                                                                               | 71-74           |
| d. Laporan Dewan Komisaris<br>Board of Commissioners' Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 46-56           |
| Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:<br>The Board of Commissioners' report shall at least contain a brief description of:                                                                                                                                                                                                                                                                                                                                                                               |                 |
| a. penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;<br>evaluation of the performance of the Board of Directors regarding the management of Issuers or Public Companies, including the supervision of the Board of Commissioners in the formulation and implementation of strategies for Issuers or Public Companies carried out by the Board of Directors; | 48-50           |
| b. pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan<br>views on the business prospects of the Issuer or Public Company prepared by the Board of Directors; and                                                                                                                                                                                                                                                                                                                                   | 51              |
| c. pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.<br>views on the implementation of governance of the Issuer or Public Company.                                                                                                                                                                                                                                                                                                                                                                                      | 51-53           |
| d. Profil Emiten atau Perusahaan Publik<br>Issuer or Public Company Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 84-217          |
| Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:<br>The profile of the Issuer or Public Company contains at least the following information:                                                                                                                                                                                                                                                                                                                                                                         |                 |
| a. nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;<br>name of the Issuer or Public Company, including if there is a change in name, the reason for the change, and the effective date of the name change in the fiscal year;                                                                                                                                                                                                           | 86-87           |
| b. akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:<br>access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:                                                                                                                                            | 86              |
| • alamat;<br>address;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| • nomor telepon;<br>telephone number;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| • alamat surat elektronik; dan<br>e-mail address; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| • alamat situs web;<br>website address;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | √               |
| c. riwayat singkat Emiten atau Perusahaan Publik;<br>brief history of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                       | 88-91           |
| d. visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (corporate culture) atau nilai-nilai perusahaan;<br>vision and mission of the Issuer or Public Company as well as the corporate culture or corporate values;                                                                                                                                                                                                                                                                                                       | 100-104         |
| e. kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;<br>business activities according to the latest articles of association, business activities carried out in the fiscal year, as well as types of goods and/or services produced;                                                                                                                                                                                                      | 92-98           |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | HALAMAN<br>PAGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| f. wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.<br>operational area of the Issuer or Public Company; operational area is the area or area for the implementation of operational activities or the range of the company's operational activities.                                                                                                                                                                                                                                                                                                                                         | 99              |
| g. struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;<br>organizational structure of the Issuer or Public Company in the form of a chart, at least up to the structure of 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions;                                                                                                                                                     | 108-113         |
| h. daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;<br>list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;                                                                                                                                                                                                                                                                                                                                                                                                                                            | 107             |
| i. profil Direksi, paling sedikit memuat:<br>Directors' profile, at least containing:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 120-125         |
| • nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;<br>name and position in accordance with the duties and responsibilities;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 120-125         |
| • foto terbaru;<br>recent photograph;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 120-125         |
| • usia;<br>age;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 120-125         |
| • kewarganegaraan;<br>nationality;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 120-125         |
| • riwayat pendidikan dan/atau sertifikasi;<br>education history and/or certification;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 120-125         |
| • riwayat jabatan, meliputi informasi:<br>position history, including information on:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 120-125         |
| i. dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;<br>the legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | √               |
| ii. rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan<br>concurrent positions, either as a member of the Board of Directors, member of the Board of Commissioners, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and                                                                                                 | √               |
| iii. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br>work experience and period of time both inside and outside the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| • 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. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan<br>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 | 120-125         |
| • perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;<br>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;                                                                                                                                                                                                                                                                                                                         | 120-125         |
| a. profil Dewan Komisaris, paling sedikit memuat:<br>profile of the Board of Commissioners, at least containing:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 114-119         |
| • nama dan jabatan;<br>name and position;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 114-119         |
| • foto terbaru;<br>recent photograph;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 114-119         |
| • usia;<br>age;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 114-119         |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | HALAMAN<br>PAGE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>kewarganegaraan; nationality;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 114-119         |
| <ul style="list-style-type: none"> <li>riwayat pendidikan dan/atau sertifikasi; education history and/or certification;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 114-119         |
| <ul style="list-style-type: none"> <li>riwayat jabatan, meliputi informasi: position history, including information on:</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 114-119         |
| i. dasar hukum pengangkatan sebagai anggota Dewan Komisaris; legal basis for appointment as member of the Board of Commissioners;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | √               |
| ii. dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan; legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned;                                                                                                                                                                                                                                                                                                                                                                                                                                   | √               |
| iii. rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Commissioners does not have concurrent positions, then this is disclosed; and                                                                                                                    | √               |
| iv. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | √               |
| <ul style="list-style-type: none"> <li>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 terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; 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;</li> </ul>                                    | 114-119         |
| <ul style="list-style-type: none"> <li>pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms; and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                       | 114-119         |
| <ul style="list-style-type: none"> <li>perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut; 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;</li> </ul>                                                                                                                                                                                                                                                                                 | 114-119         |
| <p>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;</p> <p>in the event that there is a change in the composition of the members of the Board of Directors and/or members of the Board of Commissioners that occurs after the fiscal year ends up to the deadline for submitting the Annual Report, the composition included in the Annual Report is the last and previous composition of the members of the Board of Directors and/or members of the Board of Commissioners;</p> | √               |
| <p>jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                         | 133-138         |
| <p>nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:</p> <p>names of shareholders and percentage of ownership at the beginning and end of the fiscal year, which consists of information regarding:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 181-182         |
| a. pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; shareholders who own 5% (five percent) or more shares of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 183             |
| b. anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan members of the Board of Directors and members of the Board of Commissioners who own shares of the Issuer or Public Company. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and                                                                                                                                                                                                                           | 187-188         |
| c. kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; community shareholder group, namely the group of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                            | 183-184         |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | HALAMAN<br>PAGE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Informasi di atas dapat disajikan dalam bentuk tabel.<br>The above information can be presented in tabular form.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | √               |
| 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;<br>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;                                                                                                                                                  | 189-190         |
| Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.<br>In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | √               |
| jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:<br>number of shareholders and percentage of ownership at the end of the fiscal year based on classification:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 184-185         |
| a. kepemilikan institusi lokal;<br>ownership in local institutions;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | √               |
| b. kepemilikan institusi asing;<br>ownership in foreign institutions;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| c. kepemilikan individu lokal; dan<br>local individual ownership; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| d. kepemilikan individu asing;<br>foreign individual ownership;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | √               |
| 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;<br>information regarding the majority and controlling shareholders of the Issuer or Public Company, either directly or indirectly, up to the individual owner, which is presented in the form of a schematic or chart;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 192-193         |
| nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama;<br>Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.<br>the name of the subsidiary, associate, joint venture company where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of the subsidiary, associated company, joint venture company;<br>For a subsidiary, information about the address of the subsidiary is added.                                                                                                                          | 194-195         |
| kronologis 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, termasuk pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);<br>chronology of share listing, number of shares, nominal value, and offering price from the beginning of listing to the end of the fiscal year as well as the name of the stock exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock, dividends shares, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and subtractions (if any); | 197-199         |
| 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);<br>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);                                                                                                                                                                                                                                                                                                                                      | 200             |
| informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/ aliansinya meliputi:<br>information on the use of a public accountant (AP) and a public accounting firm (KAP) services and their networks/associations/alliances include:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 201             |
| a. nama dan alamat;<br>name and address;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | √               |
| b. periode penugasan;<br>assignment period;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | √               |
| c. informasi jasa audit dan/atau non audit yang diberikan;<br>information on audit and/or non-audit services provided;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | √               |
| d. biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan<br>audit and/or non-audit fees for each assignment given during the fiscal year; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |



| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                    | HALAMAN<br>PAGE |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| e. dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan<br>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                                                                                                                         | √               |
| Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.<br>Disclosure of information on the use of AP and KAP services and their networks/associations/aliences can be presented in tabular form.                                                                                                                                                                                         | √               |
| nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP<br>name and address of capital market supporting institutions and/or professionals other than AP and KAP                                                                                                                                                                                                                                                                    | 201-202         |
| f. Analisis dan Pembahasan Manajemen<br>Management Analysis and Discussion                                                                                                                                                                                                                                                                                                                                                                                   | 218-305         |
| 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:<br>Management analysis and discussion contains analysis and discussion of financial statements and other important information with an emphasis on material changes that occurred in the fiscal year, which at least contains: |                 |
| tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:<br>a review of operations per business segment according to the type of industry of the Issuer or Public Company, at least regarding:                                                                                                                                                                                                 | 223-237         |
| a. produksi, yang meliputi proses, kapasitas, dan perkembangannya;<br>production, which includes the process, capacity, and development;                                                                                                                                                                                                                                                                                                                     | 223-237         |
| b. pendapatan/penjualan; dan<br>income/sales; and                                                                                                                                                                                                                                                                                                                                                                                                            | 223-237         |
| c. profitabilitas;<br>profitability;                                                                                                                                                                                                                                                                                                                                                                                                                         | 223-237         |
| 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:<br>comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) fiscal years, an explanation of the causes of the changes and the impact of these changes, at least regarding:             | 238-263         |
| a. aset lancar, aset tidak lancar, dan total aset;<br>current assets, non-current assets, and total assets;                                                                                                                                                                                                                                                                                                                                                  | 238-243         |
| b. liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;<br>current liabilities, long term liabilities, and total liabilities;                                                                                                                                                                                                                                                                                                          | 244-248         |
| c. ekuitas;<br>equity;                                                                                                                                                                                                                                                                                                                                                                                                                                       | 248-249         |
| d. pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan<br>income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and                                                                                                                                                                                                                         | 249-257         |
| e. arus kas;<br>cash flows;                                                                                                                                                                                                                                                                                                                                                                                                                                  | 258-261         |
| kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;<br>ability to pay debts or obligations by presenting the relevant ratio calculations;                                                                                                                                                                                                                                                                              | 264-266         |
| tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;<br>collectibility level of the Issuer's or Public Company's receivables by presenting the relevant ratio calculations;                                                                                                                                                                                                                        | 266-267         |
| struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud;<br>capital structure and management policies on the capital structure with the basis for determining the said policy;                                                                                                                                                                               | 268-270         |
| bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat:<br>discussion of material ties for capital goods investment with an explanation that at least contains:                                                                                                                                                                                                                                          | 272             |
| a. tujuan dari ikatan tersebut;<br>the purpose of the bond;                                                                                                                                                                                                                                                                                                                                                                                                  | √               |
| b. sumber dana yang diharapkan untuk memenuhi ikatan tersebut;<br>the expected source of funds to fulfill the commitment;                                                                                                                                                                                                                                                                                                                                    | √               |
| c. mata uang yang menjadi denominasi; dan<br>the currency in which it is denominated; and                                                                                                                                                                                                                                                                                                                                                                    | √               |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                    | HALAMAN<br>PAGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| d. langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;<br>steps that are planned by the Issuer or Public Company to protect the risk from the related foreign currency position;                                                                                                                                                                                       | √               |
| bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat:<br>discussion of capital goods investments realized in the last fiscal year, at least contains:                                                                                                                                                                                                                                | 272-273         |
| a. jenis investasi barang modal;<br>type of capital goods investment;                                                                                                                                                                                                                                                                                                                                                                        | √               |
| b. tujuan investasi barang modal; dan<br>the purpose of capital goods investment; and                                                                                                                                                                                                                                                                                                                                                        | √               |
| c. nilai investasi barang modal yang dikeluarkan;<br>the total of capital goods investments;                                                                                                                                                                                                                                                                                                                                                 | √               |
| d. informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);<br>information and material facts occurring after the date of the accountant's report (if any);                                                                                                                                                                                                                                                     | √               |
| 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;<br>the business prospects of the Issuer or Public Company are related to the conditions of the industry, the general economy and the international market accompanied by quantitative supporting data from reliable data sources; | 290-291         |
| perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:<br>comparison between the target/projection at the beginning of the fiscal year with the results achieved (realization), regarding:                                                                                                                                                                                                | 276-277         |
| a. pendapatan/penjualan;<br>income/sales;                                                                                                                                                                                                                                                                                                                                                                                                    | √               |
| b. laba (rugi);<br>profit (loss);                                                                                                                                                                                                                                                                                                                                                                                                            | √               |
| c. struktur modal (capital structure); atau<br>capital structure; or                                                                                                                                                                                                                                                                                                                                                                         | √               |
| d. hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;<br>other matters deemed important to the Issuer or Public Company;                                                                                                                                                                                                                                                                                                  | √               |
| target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:<br>targets/projections to be achieved by the Issuer or Public Company for the next 1 (one) year, regarding:                                                                                                                                                                                                                       | 278-279         |
| a. pendapatan/penjualan;<br>income/sales;                                                                                                                                                                                                                                                                                                                                                                                                    | √               |
| b. laba (rugi);<br>profit (loss);                                                                                                                                                                                                                                                                                                                                                                                                            | √               |
| c. struktur modal (capital structure);<br>capital structure;                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| d. kebijakan dividen; atau<br>dividend policy; or                                                                                                                                                                                                                                                                                                                                                                                            | √               |
| e. hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;<br>other matters deemed important to the Issuer or Public Company;                                                                                                                                                                                                                                                                                                  | √               |
| aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;<br>marketing aspects of the goods and/or services of the Issuer or Public Company, at least regarding the marketing strategy and market share;                                                                                                                                                         | 292-295         |
| uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit:<br>description of dividends for the last 2 (two) fiscal years, at least:                                                                                                                                                                                                                                                                                         | 280-282         |
| a. kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;<br>dividend policy, which includes information on the percentage of dividends distributed to net income;                                                                                                                                                                                                                   | √               |
| b. tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;<br>date of payment of cash dividends and/or date of distribution of non-cash dividends;                                                                                                                                                                                                                                                                       | √               |
| c. jumlah dividen per saham (kas dan/atau non kas); dan<br>the amount of dividends per share (cash and/or non-cash); and                                                                                                                                                                                                                                                                                                                     | √               |
| d. jumlah dividen per tahun yang dibayar;<br>the amount of dividends paid annually;                                                                                                                                                                                                                                                                                                                                                          | √               |
| Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.<br>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.                                     | √               |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | HALAMAN<br>PAGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| realisasi penggunaan dana hasil penawaran umum, dengan ketentuan:<br>realization of the use of proceeds from the public offering, provided that:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 283             |
| 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<br>a) in the event that during the fiscal year, the Issuer has an obligation to submit a report on the realization of the use of funds, then the realization of the cumulative use of the proceeds from the public offering shall be disclosed until the end of the fiscal year; and                                                                                                                                                                                                                                                                                                                                | √               |
| b. dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut;<br>in the event that there is a change in the use of funds as regulated in the Financial Services Authority Regulation regarding the report on the realization of the use of the proceeds from the public offering, the Issuer shall explain the change;                                                                                                                                                                                                                                                                                                                                                                    | √               |
| informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:<br>material information (if any), regarding investment, expansion, divestment, business merger/consolidation, acquisition, debt/capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions, which occurred during the fiscal year, at least containing :                                                                                                                                                                                                                                               | 284-289         |
| a. tanggal, nilai, dan objek transaksi;<br>date, value, and object of the transaction;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | √               |
| b. nama pihak yang melakukan transaksi;<br>name of the party conducting the transaction;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | √               |
| c. sifat hubungan afiliasi (jika ada);<br>nature of the affiliation relationship (if any);                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | √               |
| d. penjelasan mengenai kewajaran transaksi;<br>explanation of the fairness of the transaction;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| e. pemenuhan ketentuan terkait; dan<br>compliance with related provisions; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| 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:<br>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:                                                                                                                                                                                                                                                                                                                                                                                                                                                | √               |
| <ul style="list-style-type: none"> <li>• 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 (armslength principle); dan</li> <li>• 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</li> </ul>                                                                                                                                                                                                                 | √               |
| <ul style="list-style-type: none"> <li>• 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 (armslength principle);</li> <li>• 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;</li> </ul>                                                                                                                                                                                                                                      | √               |
| untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan;<br>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; | √               |
| Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.<br>In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.                                                                                                                                                                                                                                                                                                                                                                                  | √               |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | HALAMAN<br>PAGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 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;<br>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; | √               |
| dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;<br>in the event that there is no affiliated transaction and/or conflict of interest transaction, then this shall be disclosed;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | N/A             |
| perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan<br>changes in the provisions of laws and regulations that have a significant effect on Issuers or Public Companies and their impact on financial statements (if any); and                                                                                                                                                                                                                                                                                                                                                                                                                      | 296             |
| perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).<br>changes in accounting policies, reasons and impact on financial statements (if any).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 297             |
| Tata Kelola Emiten atau Perusahaan Publik<br>Issuer or Public Company Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 350-605         |
| Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:<br>The governance of the Issuer or Public Company shall at least contain a brief description of:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |
| a. RUPS, paling sedikit memuat:<br>GMS, at least contains:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 378-401         |
| • Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:<br>Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 382-401         |
| keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan<br>resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year realized in the fiscal year; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 388-399         |
| keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;<br>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;                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 388-399         |
| b. dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;<br>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;                                                                                                                                                                                                                                                                                                                                                                                                                               | 399             |
| Direksi, paling sedikit memuat:<br>The Board of Directors, at least contains:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 420-438         |
| a. tugas dan tanggung jawab masing-masing anggota Direksi;<br>Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel.<br>duties and responsibilities of each member of the Board of Directors;<br>Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.                                                                                                                                                                                                                                                                                                                                                    | 424-433         |
| b. pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi;<br>statement that the Board of Directors has guidelines or charter for the Board of Directors;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 433-435         |
| c. kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS;<br>Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.<br>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;                                                                                                                                                | 471-475         |
| d. pelatihan dan/atau peningkatan kompetensi anggota Direksi:<br>training and/or competency development of members of the Board of Directors:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 165-172; 438    |
| • kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan<br>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                                                                                                                                                                                                                                                                                                                                                                                                              | 436             |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | HALAMAN<br>PAGE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);<br/>training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);</li> </ul>                                                                                                                                                                                                                 | 165-172; 438    |
| e. penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:<br>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:                                                                                                                                                                       | 437             |
| <ul style="list-style-type: none"> <li>prosedur penilaian kinerja; dan<br/>performance appraisal procedures; and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 | √               |
| <ul style="list-style-type: none"> <li>kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan<br/>the criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and</li> </ul>                                                                                                                                                                                                    | √               |
| f. dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.<br>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.                                                                                                                                                    |                 |
| Dewan Komisaris, paling sedikit memuat:<br>The Board of Commissioners, at least contains:                                                                                                                                                                                                                                                                                                                                                                                                   | 402-415         |
| a. tugas dan tanggung jawab Dewan Komisaris;<br>duties and responsibilities of the Board of Commissioners;                                                                                                                                                                                                                                                                                                                                                                                  | 404-409         |
| b. pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris;<br>a statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners;                                                                                                                                                                                                                                                                                        | 409-411         |
| c. kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS;<br>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; | 465-471         |
| Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel.<br>Information on the level of attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in tabular form.                                                                  | 468-471         |
| d. pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:<br>training and/or competency improvement of members of the Board of Commissioners:                                                                                                                                                                                                                                                                                                                                   | 172-173; 415    |
| <ul style="list-style-type: none"> <li>kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan<br/>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</li> </ul>                                                             | 415             |
| <ul style="list-style-type: none"> <li>pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);<br/>competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);</li> </ul>                                                                                                                                                                                                     | 172-173; 415    |
| e. penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat:<br>performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least containing:                                                                                                                                                            | 446-455         |
| <ul style="list-style-type: none"> <li>prosedur pelaksanaan penilaian kinerja;<br/>procedures for implementing performance appraisals;</li> </ul>                                                                                                                                                                                                                                                                                                                                           | √               |
| <ul style="list-style-type: none"> <li>kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan<br/>criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and</li> </ul>                                                                                                                                                                                                            | √               |
| <ul style="list-style-type: none"> <li>pihak yang melakukan penilaian; dan<br/>party conducting the assessment; and</li> </ul>                                                                                                                                                                                                                                                                                                                                                              | √               |
| f. penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:<br>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:                                                                                                                                                                         | 414-415         |
| <ul style="list-style-type: none"> <li>prosedur penilaian kinerja; dan<br/>performance appraisal procedures; and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 | √               |



| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                 | HALAMAN<br>PAGE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;<br/>the criteria used are performance achievements during the fiscal year, competency and attendance at meetings;</li> </ul>                                                                                                              | √               |
| Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:<br>The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:                                                                                                                                                                                           | 458-465         |
| a. prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan<br>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:<br>procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:                                                                                                                                                                                | 458-465         |
| <ul style="list-style-type: none"> <li>prosedur penetapan remunerasi Direksi dan Dewan Komisaris;<br/>procedures for determining remuneration for the Board of Directors and the Board of Commissioners;</li> </ul>                                                                                                                                                                       | 459-460         |
| <ul style="list-style-type: none"> <li>struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan<br/>the remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and</li> </ul>                                                                              | 462-465         |
| <ul style="list-style-type: none"> <li>besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.<br/>the amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in tabular form.</li> </ul>                | 462-465         |
| Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:<br>The sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association, shall at least contain: | N/A             |
| a. nama;<br>name;                                                                                                                                                                                                                                                                                                                                                                         |                 |
| b. dasar hukum pengangkatan dewan pengawas syariah;<br>legal basis for the appointment of the sharia supervisory board;                                                                                                                                                                                                                                                                   |                 |
| c. periode penugasan dewan pengawas syariah;<br>period of assignment of the sharia supervisory board;                                                                                                                                                                                                                                                                                     |                 |
| d. tugas dan tanggung jawab dewan pengawas syariah; dan<br>duties and responsibilities of the 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;<br>frequency and method of providing advice and suggestions as well as supervising the fulfillment of sharia principles in the capital market to Issuers or Public Companies;                                                         |                 |
| Komite audit, paling sedikit memuat:<br>The audit committee, at least contains:                                                                                                                                                                                                                                                                                                           | 489-499         |
| a. nama dan jabatannya dalam keanggotaan komite;<br>name and position in committee membership;                                                                                                                                                                                                                                                                                            | 117; 491-493    |
| b. usia;<br>age;                                                                                                                                                                                                                                                                                                                                                                          | 117; 491-493    |
| c. kewarganegaraan;<br>nationality;                                                                                                                                                                                                                                                                                                                                                       | 117; 491-493    |
| d. riwayat pendidikan;<br>educational history;                                                                                                                                                                                                                                                                                                                                            | 117; 491-493    |
| e. riwayat jabatan, meliputi informasi:<br>position history, including information on:                                                                                                                                                                                                                                                                                                    | 117; 491-493    |
| <ul style="list-style-type: none"> <li>dasar hukum penunjukan sebagai anggota komite;<br/>legal basis for appointment as committee member;</li> </ul>                                                                                                                                                                                                                                     | √               |
| <ul style="list-style-type: none"> <li>rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan<br/>concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or member of the committee as well as other positions (if any); and</li> </ul>             | √               |
| <ul style="list-style-type: none"> <li>pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br/>work experience and period of time both inside and outside the Issuer or Public Company;</li> </ul>                                                                                                                                      | √               |
| f. periode dan masa jabatan anggota komite audit;<br>period and term of office of the audit committee members;                                                                                                                                                                                                                                                                            | 491             |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                       | HALAMAN<br>PAGE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| g. pernyataan independensi komite audit;<br>statement of independence of the audit committee;                                                                                                                                                                                                                                                                                                                                                                   | 493-494         |
| h. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);<br>training and/or competency improvement that have been followed in the fiscal year (if any);                                                                                                                                                                                                                                                                     | 173-175; 497    |
| i. kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan<br>policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and                                                                                                                                                                        | 497             |
| j. pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) komite audit;<br>the implementation of the audit committee's activities for the fiscal year in accordance with the guidelines or charter of the audit committee;                                                                                                                                                                        | 498             |
| komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:<br>the nomination and remuneration committee or function of the Issuer or Public Company, at least containing:                                                                                                                                                                                                                                                 | 499-507         |
| a. nama dan jabatannya dalam keanggotaan komite;<br>name and position in committee membership;                                                                                                                                                                                                                                                                                                                                                                  | 115-118         |
| b. usia;<br>age;                                                                                                                                                                                                                                                                                                                                                                                                                                                | 115-118         |
| c. kewarganegaraan;<br>nationality;                                                                                                                                                                                                                                                                                                                                                                                                                             | 115-118         |
| d. riwayat pendidikan;<br>educational history;                                                                                                                                                                                                                                                                                                                                                                                                                  | 115-118         |
| e. riwayat jabatan, meliputi informasi:<br>position history, including information on:                                                                                                                                                                                                                                                                                                                                                                          | 115-118         |
| • dasar hukum penunjukan sebagai anggota komite;<br>legal basis for appointment as committee member;                                                                                                                                                                                                                                                                                                                                                            | √               |
| • rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan<br>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                                                                                                                                                  | √               |
| • pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br>work experience and period of time both inside and outside the Issuer or Public Company;                                                                                                                                                                                                                                                             | √               |
| f. periode dan masa jabatan anggota komite;<br>period and term of office of the committee members;                                                                                                                                                                                                                                                                                                                                                              | 502             |
| g. pernyataan independensi komite;<br>statement of committee independence;                                                                                                                                                                                                                                                                                                                                                                                      | 504             |
| h. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);<br>training and/or competency improvement that have been followed in the fiscal year (if any);                                                                                                                                                                                                                                                                     | 175; 505        |
| i. uraian tugas dan tanggung jawab;<br>description of duties and responsibilities;                                                                                                                                                                                                                                                                                                                                                                              | 502-503         |
| j. pernyataan bahwa telah memiliki pedoman atau piagam (charter);<br>a statement that it has a guideline or charter;                                                                                                                                                                                                                                                                                                                                            | 502             |
| k. kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;<br>policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;                                                                                                                                                                                                                                             | 504-505         |
| l. uraian singkat pelaksanaan kegiatan pada tahun buku; dan<br>brief description of the implementation of activities in the fiscal year; and                                                                                                                                                                                                                                                                                                                    | 506             |
| 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:<br>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:                                                    |                 |
| • alasan tidak dibentuknya komite; dan<br>reasons for not forming the committee; and                                                                                                                                                                                                                                                                                                                                                                            |                 |
| • pihak yang melaksanakan fungsi nominasi dan remunerasi;<br>the party carrying out the nomination and remuneration function;                                                                                                                                                                                                                                                                                                                                   |                 |
| 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:<br>other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least containing: | 507-515         |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                      | HALAMAN<br>PAGE   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| a. nama dan jabatannya dalam keanggotaan komite;<br>name and position in committee membership;                                                                                                                                                                                                                 | 116; 118; 509-511 |
| b. usia;<br>age;                                                                                                                                                                                                                                                                                               | 116; 118; 509-511 |
| c. kewarganegaraan;<br>nationality;                                                                                                                                                                                                                                                                            | 116; 118; 509-511 |
| d. riwayat pendidikan;<br>educational history;                                                                                                                                                                                                                                                                 | 116; 118; 509-511 |
| e. riwayat jabatan, meliputi informasi:<br>position history, including information on:                                                                                                                                                                                                                         | 116; 118; 509-511 |
| • dasar hukum penunjukan sebagai anggota komite;<br>legal basis for appointment as committee member;                                                                                                                                                                                                           | √                 |
| • rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan<br>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 | √                 |
| • pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br>work experience and period of time both inside and outside the Issuer or Public Company;                                                                                                            | √                 |
| f. periode dan masa jabatan anggota komite;<br>period and term of office of the committee members;                                                                                                                                                                                                             | 509               |
| g. pernyataan independensi komite;<br>statement of committee independence;                                                                                                                                                                                                                                     | 512-513           |
| h. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan<br>training and/or competency improvement that have been followed in the fiscal year (if any); and                                                                                                            | 175-177; 514      |
| i. uraian tugas dan tanggung jawab;<br>description of duties and responsibilities;                                                                                                                                                                                                                             | 512               |
| j. pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite;<br>a statement that the committee has had guidelines or charters;                                                                                                                                                                     | 511               |
| k. kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan<br>policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and                                                  | 513-514           |
| l. uraian singkat pelaksanaan kegiatan komite pada tahun buku;<br>a brief description of the committee's activities for the fiscal year;                                                                                                                                                                       | 514-515           |
| Sekretaris perusahaan, paling sedikit memuat:<br>Corporate secretary, at least contains:                                                                                                                                                                                                                       | 516-521           |
| a. nama;<br>name;                                                                                                                                                                                                                                                                                              | 518               |
| b. domisili;<br>domicile;                                                                                                                                                                                                                                                                                      | 518               |
| c. riwayat jabatan, meliputi:<br>position history, including:                                                                                                                                                                                                                                                  | 518               |
| • dasar hukum penunjukan sebagai sekretaris perusahaan; dan<br>legal basis for appointment as company secretary; and                                                                                                                                                                                           | √                 |
| • pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br>work experience and period of time both inside and outside the Issuer or Public Company;                                                                                                            | √                 |
| d. riwayat pendidikan;<br>educational history;                                                                                                                                                                                                                                                                 | 518               |
| e. pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan<br>training and/or competency improvement followed during the fiscal year; and                                                                                                                                                 | 178; 519-520      |
| f. uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;<br>a brief description of the implementation of the duties of the corporate secretary for the fiscal year;                                                                                                                          | 520-521           |
| Unit audit internal, paling sedikit memuat:<br>Internal audit unit, at least contains:                                                                                                                                                                                                                         | 521-529           |
| a. nama kepala unit audit internal;<br>name of the head of the internal audit unit;                                                                                                                                                                                                                            | 523               |
| b. riwayat jabatan, meliputi:<br>position history, including:                                                                                                                                                                                                                                                  | 523               |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | HALAMAN<br>PAGE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| • dasar hukum penunjukan sebagai kepala unit audit internal; dan<br>legal basis for the appointment as head of the internal audit unit; and                                                                                                                                                                                                                                                                                                                                                    | √               |
| • pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br>work experience and period of time both inside and outside the Issuer or Public Company;                                                                                                                                                                                                                                                                                            | √               |
| c. kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);<br>qualification or certification as an internal audit profession (if any);                                                                                                                                                                                                                                                                                                                                         | 526             |
| d. pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;<br>training and/or competency improvement to be followed during the fiscal year;                                                                                                                                                                                                                                                                                                                                   | 178-179; 527    |
| e. struktur dan kedudukan unit audit internal;<br>structure and position of the internal audit unit;                                                                                                                                                                                                                                                                                                                                                                                           | 522             |
| f. uraian tugas dan tanggung jawab;<br>description of duties and responsibilities;                                                                                                                                                                                                                                                                                                                                                                                                             | 525             |
| g. pernyataan bahwa telah memiliki pedoman atau piagam (charter) unit audit internal; dan<br>a statement that the internal audit unit has had guidelines or charters; and                                                                                                                                                                                                                                                                                                                      | 524             |
| h. uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;<br>a brief description of the implementation of the internal audit unit's duties for the fiscal year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;                                                      | 527-529         |
| uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:<br>a description of the internal control system implemented by the Issuer or Public Company, at least containing:                                                                                                                                                                                                                                   | 534-536         |
| a. pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya;<br>financial and operational control, as well as compliance with other laws and regulations;                                                                                                                                                                                                                                                                                          | 534             |
| b. tinjauan atas efektivitas sistem pengendalian internal; dan<br>review of the effectiveness of the internal control system; and                                                                                                                                                                                                                                                                                                                                                              | 536             |
| c. pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;<br>statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;                                                                                                                                                                                                                                                                               | 536             |
| sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:<br>the risk management system implemented by the Issuer or Public Company, at least contains:                                                                                                                                                                                                                                                                                               | 544-556         |
| a. gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;<br>general description of the risk management system of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                         | 544             |
| b. jenis risiko dan cara pengelolaannya;<br>types of risks and how to manage them;                                                                                                                                                                                                                                                                                                                                                                                                             | 547-554         |
| c. tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan<br>review of the effectiveness of the Issuer's or Public Company's risk management system; and                                                                                                                                                                                                                                                                                                         | 555             |
| d. pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;<br>statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;                                                                                                                                                                                                                                        | 556             |
| perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat:<br>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:                                                                                                    | 557-558         |
| a. pokok perkara/gugatan;<br>subject matter/claim;                                                                                                                                                                                                                                                                                                                                                                                                                                             | √               |
| b. status penyelesaian perkara/gugatan; dan<br>status of settlement of cases/claims; and                                                                                                                                                                                                                                                                                                                                                                                                       | √               |
| c. pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;<br>effect on the condition of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                     | √               |
| informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);<br>information on administrative sanctions/sanctions imposed on Issuers or Public Companies, members of the Board of Commissioners and members of the Board of Directors, by the Financial Services Authority and other authorities for the fiscal year (if any); | 558             |
| informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:<br>information regarding the code of ethics of the Issuer or Public Company includes:                                                                                                                                                                                                                                                                                                                                     | 564-571         |
| a. pokok-pokok kode etik;<br>main points of the code of ethics;                                                                                                                                                                                                                                                                                                                                                                                                                                | 565-569         |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | HALAMAN<br>PAGE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| b. bentuk sosialisasi kode etik dan upaya penegakannya; dan<br>form of socialization of the code of ethics and its enforcement efforts; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 569             |
| c. pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;<br>a statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of Issuers or Public Companies;                                                                                                                                                                                                                                                                                                                                                                   | 569             |
| 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);<br>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); | 284             |
| 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:<br>In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must at least contain:                                                                                                                                                                                                    | 284             |
| a. jumlah saham dan/atau opsi;<br>number of shares and/or options;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |
| b. jangka waktu pelaksanaan;<br>implementation period;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |
| c. persyaratan karyawan dan/atau manajemen yang berhak; dan<br>requirements for eligible employees and/or management; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |
| d. harga pelaksanaan atau penentuan harga pelaksanaan;<br>exercise price or determination of exercise price;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |
| uraian singkat mengenai kebijakan pengungkapan informasi mengenai:<br>a brief description of the information disclosure policy regarding:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 284             |
| 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<br>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;<br>implementation of the policy;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |
| uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di Emiten atau Perusahaan Publik, paling sedikit memuat:<br>a description of the whistleblowing system at the Issuer or Public Company, at least containing:                                                                                                                                                                                                                                                                                                                                                                                                                                            | 594-599         |
| a. cara penyampaian laporan pelanggaran;<br>method of submitting a violation report;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 594             |
| b. perlindungan bagi pelapor;<br>protection for whistleblowers;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 596-597         |
| c. penanganan pengaduan;<br>complaint handling;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 597-598         |
| d. pihak yang mengelola pengaduan; dan<br>party managing the complaint; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 597             |
| e. hasil dari penanganan pengaduan, paling sedikit:<br>result of complaint handling, at least:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 598             |
| • jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan<br>number of complaints received and processed in the fiscal year; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | √               |
| • tindak lanjut pengaduan;<br>follow-up on complaints;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | √               |
| Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (whistleblowing system), maka diungkapkan mengenai hal tersebut.<br>In the event that the Issuer or Public Company does not have a whistleblowing system, this matter is disclosed.                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:<br>a description of the anti-corruption policy of the Issuer or Public Company, at least containing:                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 575-576         |
| a. program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan<br>programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and                                                                                                                                                                                                                                                                                                                                         | 575             |
| b. pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik;<br>anti-corruption training/socialization to employees of Issuers or Public Companies;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 575-576         |



| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HALAMAN<br>PAGE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.<br>In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy are explained.                                                                                                                                                                                                                                                                                                                                                                                                     |                 |
| penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi:<br>implementation of the Public Company governance guidelines for Issuers issuing equity securities or Public Companies, including:                                                                                                                                                                                                                                                                                                                                                                                                                       | 600-605         |
| a. pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau<br>a statement regarding the recommendations that have been implemented; and/or                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| b. penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada).<br>explanation of recommendations that have not been implemented, along with reasons and alternative implementations (if any).                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| Pengungkapan informasi dapat disajikan dalam bentuk tabel.<br>Disclosure of information can be presented in tabular form.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | √               |
| Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik<br>Social and Environmental Responsibility of Issuers or Public Companies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 606-616         |
| 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:<br>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 at least includes: |                 |
| a. penjelasan strategi keberlanjutan;<br>explanation of the sustainability strategy;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | √               |
| b. ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);<br>overview of sustainability aspects (economic, social, and environmental);                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | √               |
| c. profil singkat Emiten atau Perusahaan Publik;<br>brief profile of the Issuer or Public Company;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | √               |
| d. penjelasan Direksi;<br>explanation of the Board of Directors;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| e. tata kelola keberlanjutan;<br>sustainability governance;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | √               |
| f. kinerja keberlanjutan;<br>sustainability performance;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | √               |
| g. verifikasi tertulis dari pihak independen, jika ada;<br>written verification from an independent party, if any;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | √               |
| h. lembar umpan balik (feedback) untuk pembaca, jika ada; dan<br>feedback sheet for readers, if any; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | √               |
| i. tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;<br>the response of the Issuer or Public Company to the previous year's report feedback;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | √               |
| 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;<br>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;                                                             | √               |
| informasi Laporan Keberlanjutan (Sustainability Report) pada angka 1) dapat:<br>information on the Sustainability Report in number 1) can:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | √               |
| 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<br>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                                                                                                                                                                                                                                  | √               |

| KETERANGAN<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | HALAMAN<br>PAGE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <p>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;<br/>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;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | √               |
| <p>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;<br/>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;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | √               |
| <p>Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus:<br/>In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | √               |
| <p>a. memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan<br/>contains all the information as referred to in number 1); and</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | √               |
| <p>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;<br/>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;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | √               |
| <p>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<br/>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</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | √               |
| <p>Penyampaian Laporan Keberlanjutan (Sustainability Report) yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.<br/>Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the Annual Report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | √               |
| <p>Laporan Keuangan Tahunan yang Telah Diaudit<br/>Audited Annual Financial Report</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 618-745         |
| <p>Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan 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.<br/>The annual financial reports contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.</p> | 620-745         |
| <p>Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 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 I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.<br/>Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report Statements of members of the Board of Directors and members of the Board of Commissioners regarding the responsibilities of the Annual Report are prepared in accordance with the format of Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report as contained in the Appendix I which is an integral part of this Financial Services Authority Circular Letter.</p>                                                                                                                                                         | 82-83           |

## Seizing Opportunities with Cost Leadership, Strengthen Market Position and Competency Improvement

Meraih Peluang melalui Cost Leadership, Penguatan  
Posisi Pasar dan Peningkatan Kompetensi



PT SEMEN BATURAJA Tbk

▶ **KANTOR PUSAT & PABRIK PALEMBANG**  
**HEAD OFFICE & PALEMBANG PLANT**

Jl. Abikusno Cokrosuyoso Kertapati Palembang –  
30258 P.O. Box 1175 Palembang – 30001

▶ **Contacts**

Telepon | Phone : (62) – 711 – 511261 (Hunting)  
Fax : (62) – 711 – 512126  
Email : corsec.smbtr@sig.id  
Website : [www.semenbaturaja.co.id](http://www.semenbaturaja.co.id)



<https://semenbaturaja.co.id/>