SIG

PT SEMEN BATURAJA Tbk

STEPPING RESILIENTLY TO ACHIEVE A BRILLIANT FUTURE

Melangkah Tangguh Menggapai Masa Depan Gemilang



2024

Laporan Tahunan
Annual Report



Tentang Laporan Tahunan

About Annual Report

Laporan Tahunan PT Semen Baturaja Tbk Tahun Buku 2024, dengan tema "Melangkah Tangguh Menggapai Masa Depan Gemilang" 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 Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Laporan Tahunan PT Semen Baturaja Tbk Tahun Buku 2024, disajikan dalam 2 (dua) bahasa yaitu Bahasa Indonesia, dan Bahasa Inggris. Laporan Tahunan ini 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 2024 Fiscal Year with the theme "Stepping Resiliently to Achieve A Brilliant Future" was 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 Regulation of the Minister of State-Owned Enterprises No.PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

The Annual Report of PT Semen Baturaja Tbk for 2024 Fiscal Year 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 mengenai 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.

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.

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 ini, akan membawa hasil-hasil tertentu di masa yang akan datang.

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.

Di dalam Laporan Tahunan ini, terdapat penyebutan kata "Perusahaan", "Perseroan", "Semen Baturaja" atau "SMBR" yang didefinisikan sebagai PT Semen Baturaja Tbk yang menjalankan usaha di bidang industri semen. Selain itu, terdapat penyebutan untuk satuan mata uang dengan kata "Rupiah", "Rp", atau "IDR", merujuk pada mata uang resmi Republik Indonesia. Informasi mengenai data keuangan yang disajikan dalam Laporan Tahunan ini menggunakan mata uang Rupiah, hal ini sesuai dengan Standar Akuntansi Keuangan Indonesia.

In this Annual Report, the term 'Company', 'Perseroan', 'Semen Baturaja', or 'SMBR' refers to PT Semen Baturaja Tbk, which operates in the cement industry. In addition, the currency unit 'Rupiah', 'Rp', or 'IDR' refers to the official currency of the Republic of Indonesia. In this Annual Report, all financial information is presented in Rupiah in accordance with Indonesian Financial Accounting Standards.

Tema 2024
2024 Theme



MELANGKAH TANGGUH MENGGAPAI MASA DEPAN GEMILANG

STEPPING RESILIENTLY TO ACHIEVE A BRILLIANT FUTURE

Pada usianya yang memasuki usia 50 tahun, SMBR optimis mewujudkan visi menjadi *Green Cement Based Building Material Company* terdepan di Indonesia. Komitmen ini diwujudkan dengan menghadirkan produk yang telah tersertifikasi SNI, dan menjadi produk yang unggul dan berkualitas. Lebih lanjut, SMBR berkomitmen untuk mendukung pembangunan nasional yang berkelanjutan di masa mendatang. Tidak hanya berkontribusi signifikan bagi pembangunan daerah, melainkan SMBR akan terus melangkah lebih luas membangun infrastruktur nasional. Dengan demikian, peningkatan langkah ini diharapkan dapat mempercepat dan mewujudkan masa depan gemilang dan berkelanjutan.

As it enters its 50th year, SMBR is optimistic about its vision of becoming the leading Green Cement-Based Building Material Company in Indonesia. This commitment is demonstrated by offering products that are certified by SNI and are recognized for being superior and high-quality products. Furthermore, SMBR is committed to supporting sustainable national development in the future. SMBR does not only contribute to the regional development, but also continues to advance to develop national infrastructure. Therefore, the improvement of this approach is expected to accelerate progress and achieve a brilliant and sustainable future.

Kesinambungan Tema
Theme Continuity

PT Semen Baturaja Tbk hadir menjadi produsen semen terbesar di wilayah Sumatera Selatan dan terdepan di Indonesia. Semen Baturaja akan terus memberikan kontribusi terbaik dengan menghasilkan produk dan layanan yang unggul dan berkualitas kepada konsumen. Dengan bergabungnya Semen Baturaja ke dalam ekosistem Semen Indonesia (SIG), akan semakin menguatkan posisi Perusahaan di industri semen di Indonesia. Upaya tersebut menjadi sebuah langkah strategis bagi Semen Baturaja untuk menjalin hubungan yang harmoni dengan melakukan sinergi dan kolaborasi kepada berbagai pihak. Sinergi dan kolaborasi ini dilakukan dengan tujuan untuk meningkatkan potensi dan keunggulan yang dimiliki oleh Perusahaan. Semen Baturaja akan semakin unggul dan kuat, serta tumbuh secara berkelanjutan. Melalui sinergi dan Kerjasama yang dilakukan, diharapkan Semen Baturaja dapat mempercepat dan mewujudkan tujuan Perusahaan untuk menjadi *Green Cement Based Building Material Company* terdepan di Indonesia.

PT Semen Baturaja presents as the largest and leading cement producer in the South Sumatera area of Indonesia. Semen Baturaja will continuously provide the best contribution by producing excellent and quality products and services for consumers. By joining the ecosystem of Semen Indonesia (SIG), Semen Baturaja will increasingly strengthen its position in the Indonesian cement industry. This effort becomes a strategic measure for the Company to establish harmonious relationships by synergizing and collaborating with various parties. The synergy and collaboration are carried out with the aim of increasing the Company's potential and excellence. Semen Baturaja will become increasingly excellent, stronger, and grow in a sustainable manner. Through synergy and cooperation, it is expected that Semen Baturaja can accelerate and realize the Company's goal of becoming the leading Green Cement-Based Building Material Company in Indonesia.

2023



Meningkatkan Keunggulan dengan Sinergi dan Kolaborasi Dalam Harmoni
Increasing Excellence through Synergy and Collaboration in Harmony

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 Capital 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.

2022



Meraih Peluang melalui *Cost Leadership*, Penguatan Posisi Pasar dan Peningkatan Kompetensi
Seizing Opportunities with Cost Leadership, Strengthen Market Position and Competency Improvement

Kesinambungan Tema
Theme Continuity

2021



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.

2020



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 merebaknya 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.

DAFTAR ISI
TABLE OF CONTENTS

KILAS KINERJA
PERFORMANCE HIGHLIGHTS 18

LAPORAN MANAJEMEN
MANAGEMENT REPORT 40

PROFIL PERUSAHAAN
COMPANY PROFILE 94

TINJAUAN UNIT PENDUKUNG BISNIS
OVERVIEW ON BUSINESS SUPPORTS 176

ANALISIS DAN PEMBAHASAN MANAJEMEN
MANAGEMENT DISCUSSION AND ANALYSIS 290

TATA KELOLA PERUSAHAAN YANG BAIK
GOOD CORPORATE GOVERNANCE 366

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN
CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY 638

Daftar Isi
Table of Contents

Tentang Laporan Tahunan
About Annual Report
1 Sanggahan dan Batasan Tanggung Jawab
Disclaimer
2 Tema 2024
2024 Theme
3 Kesinambungan Tema
Theme Continuity
5 Daftar Isi
Table of Contents
10 Pencapaian Kinerja 2024
Performance Achievements 2024
12 Keunggulan Kami
Our Excellence

01
Ikhtisar Kinerja
Performance Highlights

20 Ikhtisar Data Keuangan Penting
Key Financial Highlights
25 Ikhtisar Operasional
Operational Highlights
26 Ikhtisar Saham
Shares Highlights
29 Ikhtisar Efek Lainnya
Other Securities Highlights
29 Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Penghapusan Pencatatan Saham (*Delisting*)
Temporary Suspension of Share Trading and/or Delisting of Shares
30 Aksi Korporasi
Corporate Actions
30 Informasi Mengenai Obligasi, Sukuk atau Obligasi Konversi yang Masih Beredar
Information on Bonds, Sukuk or Conversion Bonds Still in Circumstances
30 Informasi Sumber Pendanaan Lainnya
Information on Other Sources of Funding
31 Kilas Peristiwa 2024
2024 Events Highlights

02
Laporan Manajemen
Management Report

42 Laporan Dewan Komisaris
Board of Commissioners Report
68 Laporan Direksi
Board of Directors Report

03
Profil Perusahaan
Company Profile

96 Identitas dan Informasi Umum Perusahaan
Corporate Identity and General Information
98 Riwayat Singkat Perusahaan
Brief History of the Company
103 Informasi Perubahan Nama dan Status Perusahaan
Information On Change Of Company Name And Status
104 Jejak Langkah
Milestones
105 Bidang Usaha
Line of Business
114 Jaringan Bisnis dan Wilayah Operasi
Business Network and Operating Areas
115 Makna Logo Perusahaan
Corporate Logo Meaning
116 Visi, Misi, dan Budaya Perusahaan
Vision, Mission, and Corporate Culture
119 Keanggotaan dalam Asosiasi Industri
Membership in Industrial Associations
120 Struktur Organisasi
Organization Structure
122 Informasi Struktur Organisasi di Bawah Direksi
Information on Organizational Structure Under the Board of Directors
124 Informasi Struktur Organisasi di Bawah Dewan Komisaris
Information on Organizational Structure Under the Board of Commissioners
126 Profil Dewan Komisaris
Board of Commissioners Profile
130 Profil Direksi
Board of Directors Profile
134 Profil Pejabat Eksekutif
Profile of Executive Officers
145 Demografi Karyawan
Employee Demography
145 Informasi Komposisi Pemegang Saham
Company Shareholding Composition
151 Informasi Tentang Pemegang Saham Utama/Pengendali Hingga Entitas Pemilik Akhir
Information on Majority/ Controllers Shareholder up to the Ultimate Entity
153 Informasi Daftar Entitas Anak, Entitas Asosiasi, dan Ventura Bersama
Information on List of Subsidiaries, Associated Entities, and Joint Ventures
155 Struktur Grup Perusahaan
Company Group Structure
156 Kronologi Penerbitan dan/atau Pencatatan Saham
Chronology of Issuance and/or Listing of Share
157 Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya
Chronology of Issuance and/or Other Securities Listing
158 Lembaga dan/atau Profesi Penunjang
Supporting Institutions and/or Professionals
160 Penghargaan dan Sertifikasi
Awards and Certification

Daftar Isi
Table of Contents

172 Daftar Alamat Entitas Anak, Kantor Cabang Serta Kantor Perwakilan
List of Subsidiaries, Branch Offices and Representative Offices Addresses
173 Informasi Pada Situs Web Perusahaan
Information on the Company's Website

04
Tinjauan Unit Pendukung Bisnis
Overview on Business Supports

178 Sumber Daya Manusia
Human Capital
274 Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

05
Analisis dan Pembahasan Manajemen
Management Discussion and Analysis

292 Tinjauan Perekonomian dan Industri
Economic and Industrial Overview
292 Analisis Perekonomian Global dan Nasional
Global and National Economic Analysis
293 Analisis Industri dan Posisi Perusahaan dalam Industri
Industry Analysis and Company Position in the Industry
295 Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment
295 Dasar Penerapan Segmen Usaha
Basis for Implementation of Business Segments
295 Segmen Usaha Berdasarkan Produk dan Jasa yang Dihasilkan
Business Segment Based on Products and Services Produced
298 Strategi Pengembangan Segmen Usaha dan Tantangan yang Dihadapi serta Upaya Perusahaan dalam Menghadapi Tantangan
Business Segment Development Strategy and Challenges Faced and Company Efforts in Facing Challenges
299 Kinerja Segmen Usaha
Business Segment Performance
301 Pendapatan dan Profitabilitas Segmen Usaha
Business Segment Revenue and Profitability
302 Rencana Strategis Pengembangan Segmen Usaha di Tahun 2025
Strategic Plan of Business Segment Development 2025
302 Tinjauan Operasi Berdasarkan Segmen Geografis
Overview of Operations by Geographic Segment
304 Tinjauan Keuangan
Financial Review
304 Standar Penyajian Informasi Keuangan dan Kesesuaian Terhadap Standar Akuntansi Keuangan
Standards For Presenting Financial Information and Compliance with Financial Accounting Standards
304 Laporan Posisi Keuangan Konsolidasi
Consolidated Statement of Financial Position
316 Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian
Consolidated Statement of Profit (Loss) and Other Comprehensive Income
321 Beban Umum dan Administrasi
General and Administrative Expenses
326 Laporan Arus Kas Konsolidasian
Consolidated Statement of Cash Flow
329 Informasi Keuangan Penting Lainnya
Other Key Financial Information
332 Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang
Ability to Pay Debts and Receivables Collectability Rate
336 Struktur Modal dan Kebijakan Manajemen atas Struktur Modal
Capital Structure and Management Policy on Capital Structure
339 Ikatan yang Material untuk Investasi Barang Modal
Material Bonds for Capital Expenditure
340 Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan
Material Information and Facts Subsequent to the Accountant's Report Date
340 Informasi Peningkatan atau Penurunan yang Material dari Penjualan atau Pendapatan Bersih
Information on Material Increase or Decrease in Sales or Net Revenue
341 Dampak Perubahan Harga terhadap Penjualan atau Pendapatan Bersih Perusahaan serta Laba Operasi Perusahaan
Impact of Price Changes on the Company's Sales or Net Revenue and Operating Profit
341 Perbandingan Antara Target dan Realisasi serta Proyeksi Untuk 1 (Satu) Tahun Ke Depan
Comparison Between Targets and Realizations and Projections for the Next Year

Daftar Isi
Table of Contents

343 Kebijakan dan Pembagian Dividen
Dividend Policy and Payment
345 Kontribusi Perusahaan Kepada Negara Berupa Pajak
Company Contributions to the State in the Form of Taxes
346 Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of Use of Public Offering Proceeds
347 Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen (ESOP/MSOP)
Employees and/or Management Stock Ownership Program (ESOP/MSOP)
347 Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal
Material Information on Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, and Debt/Capital Restructuring
348 Informasi Transaksi Material Yang Mengandung Benturan Kepentingan dan/atau Transaksi Dengan Pihak Afiliasi/ Berelasi
Information on Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated/Related Parties
353 Prospek Usaha
Business Outlook
354 Aspek Pemasaran
Marketing Aspect
359 Perubahan Peraturan Perundang-Undangan terhadap Perusahaan pada Tahun Buku Terakhir
Changes in Legislation to the Company in the Last Fiscal Year
361 Perubahan Kebijakan Akuntansi yang Diterapkan Perusahaan pada Tahun Buku Terakhir
Changes in Accounting Policies Implemented by the Company in the Last Fiscal Year
361 Tingkat Kesehatan Perusahaan
Company Soundness Level
362 Informasi Kelangsungan Usaha
Information on Business Continuity

06

Tata Kelola Perusahaan yang Baik
Good Corporate Governance

368 Penerapan Tata Kelola Perusahaan
Implementation of Corporate Governance
370 Landasan Hukum Tata Kelola Perusahaan
Legal Basis of Corporate Governance
372 Struktur Tata Kelola Perusahaan
Corporate Governance Structure
373 Tujuan Penerapan Tata Kelola Perusahaan
Corporate Governance Objectives
373 Prinsip-Prinsip Tata Kelola Perusahaan
Corporate Governance Principles
384 *Governance Soft Structure*
Governance Soft Structure
385 Penilaian Tata Kelola Perusahaan 2024
2024 GCG Assessment
390 Implementasi dan Sosialisasi GCG Tahun 2024
GCG Implementation and Dissemination in 2024
392 Penghargaan GCG oleh Pihak Eksternal
GCG Awards by External Parties
393 *Roadmap* Pelaksanaan dan Pengembangan Tata Kelola Perusahaan
GCG Implementation and Development Roadmap
393 Pencapaian *Roadmap* GCG 2024
GCG Roadmap Achievements In 2024
394 Rencana Tata Kelola Perusahaan 2025
Corporate Governance Plan for 2025
394 Penandatanganan Pakta Integritas
Signing of Integrity Pact
395 Praktik *Bad Corporate Governance*
Bad Corporate Governance Practices
395 Rapat Umum Pemegang Saham
General Meeting of Shareholders
417 RUPS Luar Biasa (RUPSLB)
Extraordinary GMS (EGMS)
426 Dewan Komisaris
Board of Commissioners
452 Komisaris Independen
Independent Commissioner
455 Direksi
Board of Directors
484 Transparansi Informasi Dewan Komisaris dan Direksi
Board of Commissioners and Board of Directors Information Disclosure
484 Pemegang Saham Utama dan/atau Pengendali
Majority and/or Controlling Shareholders
491 Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris dan Direksi
Information on of the Board of Commissioners and Board of Directors Share Ownership
491 Penilaian Dewan Komisaris dan Direksi
Assessment of the Board of Commissioners and Board of Directors
499 Informasi Nominasi Dewan Komisaris dan Direksi
Information on Board of Commissioners and Board of Directors Nomination
501 Remunerasi Dewan Komisaris dan Direksi
Board of Commissioners and Board of Directors Remuneration

Daftar Isi
Table of Contents

509 Organ Pendukung Dewan Komisaris
Supporting Organs of the Board of Commissioners
509 Sekretariat Dewan Komisaris
Secretary to Board of Commissioners
513 Komite Audit
Audit Committee
526 Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee
534 Komite Manajemen Risiko
Risk Management Committee
546 Organ Pendukung Direksi
Board of Directors Supporting Organs
546 Sekretaris Perusahaan
Corporate Secretary
552 Fungsi Audit Internal
Internal Audit Department
559 Auditor Eksternal
External Audit
562 Kantor Akuntan Publik
Public Accounting Firm
563 Sistem Pengendalian Internal
Internal Control System
564 Kesesuaian Sistem Pengendalian Intern dengan Kerangka yang Diakui Secara Internasional (COSO– *Internal Control Framework*)
Internal Control System Compliance with Internationally-Recognized Framework (COSO Internal Control Framework)
566 Unit Kerja Manajemen Risiko
Risk Management Work Unit
573 Sistem Manajemen Risiko Perusahaan
Enterprise Risk Management System
583 Perkara Penting
Legal Cases
584 Sanksi Administrasi
Administrative Sanctions
584 Kode Etik Perusahaan
Code of Conduct
595 Sistem Pelaporan Pelanggaran
Whistleblowing System
600 Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN)
State Official Wealth Report (LHKPN)
603 Kebijakan Anti Korupsi
Anti-Corruption Policy
605 Kebijakan Gratifikasi
Gratuity Policy
618 Kebijakan Anti-Fraud
Anti-Fraud Policy
619 Kebijakan *Insider Trading*
Insider Trading Policy
621 Kepatuhan Terkait Kegiatan Politik
Compliance with Political Activities
622 Pengadaan Barang dan Jasa
Procurement Policy
625 Kebijakan Benturan Kepentingan
Conflict of Interest Policy
627 Akses Informasi dan Data Perusahaan
Access to Company Information and Data
631 Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka
Implementation of Public Company Governance Guidelines

07

Tanggung Jawab Sosial dan Lingkungan
Corporate Social and Environmental Responsibility

642 Pilar Program TJSL SMBR
SMBR TJSL Program Pillars
643 Pilar Pembangunan Sosial
Social Development Pillar
646 Pilar Pembangunan Ekonomi
Economic Development Pillar
647 Pilar Pembangunan Lingkungan
Environmental Development Pillar

Surat Pernyataan Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2024 PT Semen Baturaja Tbk
Statement Letter from the Board of Commissioners and Board of Directors Regarding Responsibility for the 2024 Annual Report of PT Semen Baturaja Tbk

Indeks Referensi SEOJK No. 16/ SEOJK.04/2021: tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik
SEOJK Reference Index No.16/ SEOJK.04/2021 concerning the Form and Content of Annual Reports or Public Companies

Laporan Keuangan Konsolidasian (*Audited*) Tahun Buku 2024 PT Semen Baturaja Tbk
Audited Consolidated Financial Statements of PT Semen Baturaja Tbk for the 2024 Fiscal Year

Pencapaian Kinerja 2024
Performance Achievements 2024

Pendapatan Bersih dan Laba Bersih • Revenue and Net Profit



Pendapatan Bersih
Net Revenue

2,5%

Rp
2,09 Triliun / *Trillion*

Naik 2,5% dari tahun 2023 sejumlah Rp2,04 triliun.
Up 2.5% from 2023 of Rp2.04 trillion.



Laba Bersih
Net Profit

6,3%

Rp
129,25 Miliar / *Billion*

Naik 6,3% dari tahun 2023 sejumlah Rp121,57 miliar.
Up 6.3% from 2023 of Rp121.57 billion.

Laba Bersih Per Saham dan EBITDA • Revenue per Share and EBITDA



Laba Bersih Per Saham
Earnings Per Share

8,3%

Rp
13

Naik 8,3% dari tahun 2023 sejumlah Rp12.
Up 8.3% from 2023 of Rp12.



EBITDA
EBITDA

6,6%

Rp
453,15 Miliar / *Billion*

EBITDA Perusahaan di tahun 2024 mencapai Rp453,15 miliar, mengalami penurunan sebesar 6,6% dari tahun 2023 yang sejumlah Rp484,87 miliar.
The Company's EBITDA in 2024 amounted to Rp453.15 billion, an decrease of 6.6% from 2023 at Rp484.87 billion.

Pencapaian Kinerja 2024
Performance Achievements 2024

Produksi & Penjualan Produk • Product Production & Sales

Volume Produksi Semen
Cement Production Volume

4,2%

2,24 juta ton / *million tons*

Di tahun 2024, total volume produksi semen mencapai 2,24 juta ton, mengalami peningkatan sebesar 4,2% dari tahun 2023 sebanyak 2,14 juta ton.
Total cement production volume in 2024 reached Rp2,24 million tons, an increase of 4.2% from 2023 of 2,14 million tons.

Volume Penjualan Semen
Cement Sales Volume

3,2%

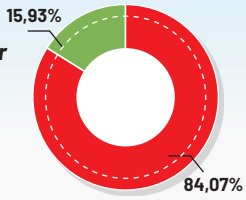
2,23 juta ton / *million tons*

Di tahun 2024, total volume penjualan semen mencapai 2,23 juta ton, mengalami peningkatan sebesar 3,2% dari tahun 2023 sebanyak 2,16 juta ton.
Total sales volume of cement in 2024 reached 2,23 million tons, an increase of 3.2% from 2023 of 2.16 million tons.

Jumlah & Komposisi Karyawan
Number and Composition of Employees

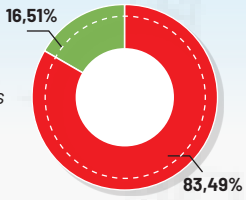
Jenis Kelamin / *Gender*

- Laki-laki / *Male*
- Permpuan / *Female*



Umur / *Age*

- 40 – 54 tahun / *40 – 54 years*
- 21 – 40 tahun / *21 – 40 years*



Asesmen Asean Corporate Governance Score Card (ACGS)
ASEAN Corporate Governance Score Card (ACGS) Assessment

92,84 *Very Good*

Naik 4,89% dari tahun lalu sebesar 88,51.
Increased by 4.89% from last year of 88.51.





Keunggulan Kami
Our Excellence

Perusahaan memiliki Pabrik dengan kapasitas produksi terpasang sebesar 3,85 juta ton semen yaitu 2 (dua) pabrik terintegrasi di Baturaja, unit pengantongan dan distribusi di pabrik Palembang, dan unit penggilingan, pengantongan dan distribusi di pabrik 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.

The Company has a factory with an installed production capacity of 3.85 million tons of cement, namely 2 (two) integrated factory in Baturaja, a bagging and distribution unit at the Palembang factory, and a grinding, bagging and distribution unit at the Panjang factory. The factory has a strategic advantage due to its geographic location, which is close to the South Sumatera market area and is the only integrated cement factory in the region. Additionally, it is conveniently situated near sources of raw materials, auxiliary materials, energy, and other alternatives necessary for supporting the Company's operations. The Company is committed to becoming the leading provider of Green Cement-Based Building Materials in Indonesia.

Keunggulan Kami
Our Excellence

OBJEK VITAL NASIONAL
National Vital Object



Semen Baturaja merupakan salah satu Perusahaan yang ditetapkan oleh Kementerian Perindustrian Republik Indonesia sebagai Nasional Sektor Industri. Berdasarkan Surat Keputusan dari Menteri Perindustrian RI 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 at Republic of Indonesia, 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



Semen Baturaja 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

Perusahaan memiliki teknologi yang ramah lingkungan dengan tujuan untuk mendukung target pemerintah *net zero emission* melalui pengurangan konsumsi energi, pengurangan potensi polusi debu dan efisiensi pemakaian air bersih. Teknologi tersebut meliputi : 5 stages suspension *preheater* yang memiliki konsumsi energi panas lebih rendah dibandingkan tipe 4 *stage*, *High efficiency cooler system* dengan efisiensi hingga 74% sehingga panas hasil pendinginan klinker dapat digunakan kembali dengan lebih optimal, teknologi *bag house filter* sebagai alat penangkap debu utama yang efektif dalam pengendalian debu, dan penggunaan kembali sisa air bersih dari hasil proses *backwash system* pada fasilitas *water treatment*.

The Company has environmentally friendly technology with the aim of supporting the government's net zero emission target by reducing energy consumption, reducing the potential for dust pollution and efficient use of clean water. The technology includes: 5 stages suspension preheater which has lower heat energy consumption compared to the 4 stage type, High efficiency cooler system with efficiency of up to 74% so that the heat from clinker cooling can be reused more optimally, bag house filter technology as the main dust catcher which is effective in controlling dust, and reuse of remaining clean water from the backwash system process in the water treatment facility.

Keunggulan Kami
Our Excellence

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 batu bara 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

Semen Baturaja 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.

Semen 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.

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 2049:2015 No.031/BSKJI/Baristand-Palembang/MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026) dan (SNI 2049-1:2020 No. 030/BSPJI-Palembang/MS.1/V/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027.

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) Type I (SNI 2049:2015 No.031/BSKJI/Baristand-Palembang/MS.1/III/2022) which is valid from March 22, 2022 to March 21, 2026) and (SNI 2049-1:2020 No.030/BSPJI-Palembang/MS.1/V/2023) which is valid from May 03, 2023 to May 02, 2027.

Keunggulan Kami
Our Excellence

2. *Ordinary Portland Cement* (OPC) Type II (SNI 2049:2015 No. 032/BSKJI/Baristand Palembang/MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026 dan (SNI 2049-1:2020 No. 031/ BSPJI-Palembang/ MS.1/V/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027.
3. *Ordinary Portland Cement* (OPC) Type V (SNI 2049:2015 No.033/BSKJI/Baristand-Palembang/MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 16 Juli 2026 dan (SNI 2049-1:2020 No. 031/ BSPJI-Palembang/ MS.1/V/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027.
4. *Portland Composite Cement* (PCC) (SNI 7064:2014 No. 015/ BSPJI-Palembang/ MS.1/II/2023) yang berlaku mulai 31 Mei 2021 sampai dengan 18 Juni 2025 dan (SNI 7064:2022 No. 005/BSPJI-Palembang/MS.5/X/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027.

2. Ordinary Portland Cement (OPC) Type II (SNI 2049:2015 No.032/BSKJI/Baristand Palembang/MS.1/III/2022) which is valid from March 22, 2022 to March 21, 2026 and (SNI 2049-1:2020 No. 031/BSPJI-Palembang/ MS.1/V/2023) which is valid from May 03, 2023 to May 02, 2027.
3. Ordinary Portland Cement (OPC) Type V (SNI 2049:2015 No.033/BSKJI/Baristand-Palembang/MS.1/ III/2022) which is valid from March 22, 2022 to July 16, 2026 and (SNI 2049-1 :2020 No. 031/BSPJI-Palembang/MS.1/V/2023) which is valid from May 03, 2023 to May 02, 2027.
4. Portland Composite Cement (PCC) (SNI 7064:2014 No.015/ BSPJI-Palembang/ MS.1/II/2023) which is valid from May 31, 2021 to June 18, 2025 and (SNI 7064:2022 No. 005/ BSPJI-Palembang/MS.5/X/2023) which is valid from May 03, 2023 to May 02, 2027.

JARINGAN DISTRIBUSI
Distribution Network



Semen Baturaja 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 Sumatera Bagian Selatan seperti Provinsi Sumatera 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 Sumatera, including South Sumatera, 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.

Keunggulan Kami
Our Excellence



SUMBER DAYA MANUSIA BERKOMPETEN
Competent Human Capital

Semen Baturaja memiliki sumber daya manusia (SDM) yang unggul dan andal di industri semen, terutama dalam hal rancang bangun, operasional, riset, pemeliharaan, *engineering* dan modifikasi pabrik. Di tahun 2024, Perusahaan memiliki SDM yang unggul dan berkompeten, dengan jumlah SDM yang produktif sebesar 85,57% dengan usia kerja antara 21-40 tahun. Komitmen memiliki SDM yang unggul dan berkompeten, diharapkan dapat memberikan kontribusi yang maksimal terhadap kinerja Perusahaan.

The Company's Human Capital (HC) are highly skilled and reliable in the cement industry, particularly in design, operation, research, maintenance, engineering, and plant modifications. In 2024, the Company had superior and competent Human Capital, with the number of productive Human Capital amounting to 85.57% with working ages between 21-40 years. The commitment to having superior and competent Human Capital is expected to provide maximum contribution to the Company's performance.



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. Di tahun 2024, Semen baturaja 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 2024.


SIG
SIG
SIG
SIG
MIKA



01

Ikhtisar Kinerja
Performance Highlights

Perusahaan terus berupaya meningkatkan nilai tambah dan keunggulan kompetitif dengan penerapan operational excellence di berbagai bidang.

The Company continuously strives to increase added value and competitive advantage by implementing operational excellence in various fields.

Ikhtisar Data Keuangan Penting

Key Financial Highlights

LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN / CONSOLIDATED PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

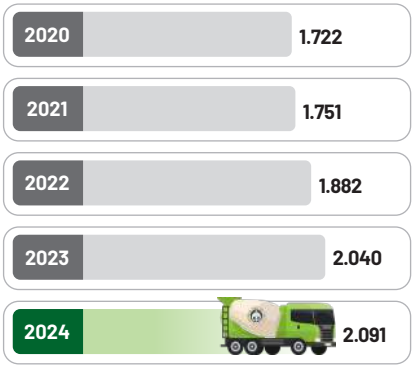
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain / Stated in million Rupiah, unless stated otherwise)

Uraian / *Description*	2024	2023	2022*	2021	2020	YoY 2023-2024 (%)
Pendapatan Bersih / Net Revenue	2.091.352	2.040.679	1.881.767	1.751.586	1.721.907	2,48
Penjualan Semen / Sales of Cement	2.069.991	2.007.389	1.848.072	1.712.819	1.696.542	3,11
Penjualan Terak / Sales of Clinker	-	-	-	3.213	-	-
Pendapatan Jasa Pengangkutan / Income from Transport Service	1.262	187	1.861	4.731	2.707	574,87
Penjualan *White Clay* / Sales of White Clay	18.888	32.914	31.818	30.614	19.624	(42,61)
Penjualan Mortar / Sales of Mortar	-	-	14	45	-	-
Penjualan *Limestone* / Sales of Limestone	455	-	-	-	-	-
Lain-lain / Others	756	190	3	184	3.034	297,89
Beban Pokok Penjualan / Cost of Goods Sold	(1.492.901)	(1.395.658)	(1.112.848)	(975.520)	(1.001.749)	6,97
Laba Kotor / Gross Profit	598.451	645.022	768.919	776.066	720.158	(7,22)
Beban Usaha / Operating Expense	(351.921)	(388.930)	(515.849)	(540.920)	(504.998)	(9,52)
Laba (Rugi) Usaha / Operating Profit (Loss)	246.531	256.092	253.071	235.146	215.160	(3,73)
Pendapatan (Beban) Keuangan / Financial Income (Expense)	(74.738)	(93.508)	(150.990)	(166.238)	(178.692)	(20,07)
Laba (Rugi) Sebelum Pajak Penghasilan / Profit (Loss) Before Income Tax	171.793	162.583	102.081	68.908	36.468	5,66
Beban Pajak Penghasilan / Income Tax Expense	(42.540)	(41.011)	(24.763)	(22.202)	(25.486)	3,73
Laba (Rugi) Tahun Berjalan / Profit (Loss) of Current Year	129.253	121.573	77.318	46.706	10.982	6,32
Penghasilan Komprehensif Lain / Other Comprehensive Income	894	(15.333)	(8.078)	6.539	(9.792)	(105,83)
Jumlah Penghasilan Komprehensif Tahun Berjalan / Total Comprehensive Profit of Current Year	130.147	106.240	69.240	53.245	1.190	22,50
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada: / Current Year Profit (Loss) Attributable to:						
Pemilik Entitas Induk / Owner of Parent Entity	129.254	121.571	77.323	46.704	10.985	6,32
Kepentingan Non Pengendali / Non-Controlling Interest	1	2	(6)	2	(3)	(150)
Laba (Rugi) Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada: / Comprehensive Income (Loss) for the Current Period Attributable to:						
Pemilik Entitas Induk / Owner of Parent Entity	130.148	106.238	69.245	53.243	1.192	22,50
Kepentingan Non Pengendali / Non-Controlling Interest	1	2	(5)	2	(3)	(150)
Laba Bersih per Saham (Rupiah Penuh) / Net Profit per Share (Full Rupiah)	13	12	8	5	1	8,33
EBITDA	453.153	484.872	430.445	416.509	416.434	(6,54)

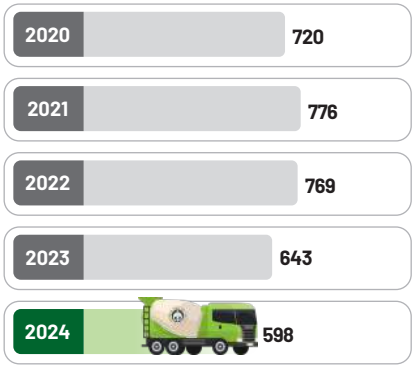
*) Disajikan kembali / Restated

Ikhtisar Data Keuangan Penting
Key Financial Highlights

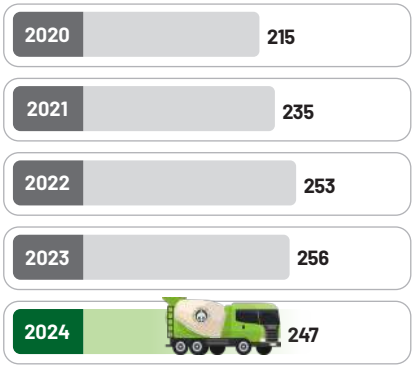
Pendapatan / Net Income
Rp Miliar / Rp Billion



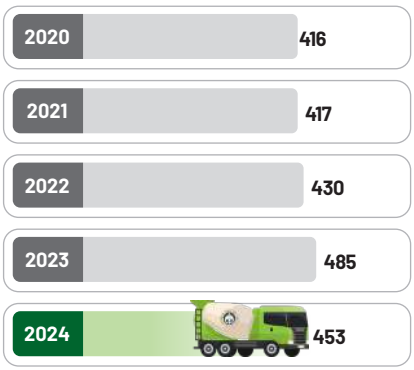
Laba Kotor / Gross Profit
Rp Miliar / Rp Billion



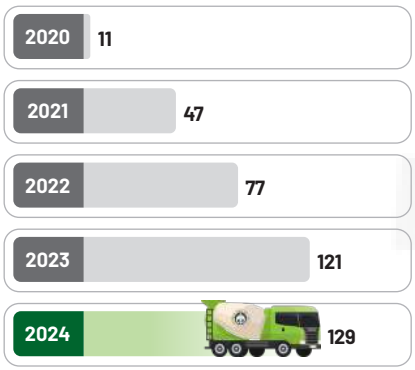
Laba (Rugi) Usaha / Operating Profit (Loss)
Rp Miliar / Rp Billion



EBITDA / EBITDA
Rp Miliar / Rp Billion



Laba (Rugi) Tahun Berjalan / Profit (Loss) of Current Year
Rp Miliar / Rp Billion



Ikhtisar Data Keuangan Penting
Key Financial Highlights

POSISI KEUANGAN KONSOLIDASIAN / CONSOLIDATED FINANCIAL POSITION

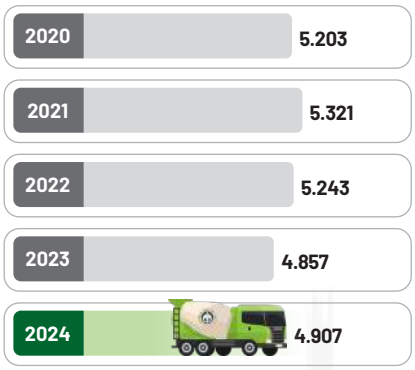
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain / Stated in million Rupiah, unless stated otherwise)

Uraian / *Description*	2024	2023	2022*	2021	2020	Yoy 2023-2024 (%)
Aset / Assets	**4.907.687**	**4.856.731**	**5.242.725**	**5.321.006**	**5.203.207**	**1,05**
Aset Lancar / Current Assets	1.000.678	816.846	990.295	910.242	727.102	22,51
Aset Tidak Lancar / Non-Current Assets	3.907.008	4.039.885	4.252.430	4.410.763	4.476.105	(3,29)
Liabilitas / Liabilities	**1.639.442**	**1.694.318**	**2.167.587**	**2.315.108**	**2.256.286**	**(3,24)**
Liabilitas Jangka Pendek / Short-Term Liabilities	822.079	731.493	588.139	436.748	843.436	12,38
Liabilitas Jangka Panjang / Long-Term Liabilities	817.363	962.825	1.579.448	1.878.360	1.412.850	(15,11)
Ekuitas / Equity	**3.268.245**	**3.162.412**	**3.075.138**	**3.005.898**	**2.946.922**	**3,35**
Jumlah Aset (Liabilitas dan Ekuitas) / Total Assets (Liabilities and Equity)	**4.907.687**	**4.856.731**	**5.242.725**	**5.271.954**	**5.203.207**	**1,05**
Modal Kerja Bersih / Net Working Capital	178.599	85.353	402.156	473.494	(116.224)	109,25
Total Investasi / Total Investment	81.486	99.007	85.808	52.012	104.655	(17,70)
Jumlah Saham (lembar) / Total Shares (shares)	**9.932.534.336**	**9.932.534.336**	**9.932.534.336**	**9.932.534.336**	**9.932.534.336**	**0,00**

*) Disajikan kembali / Restated

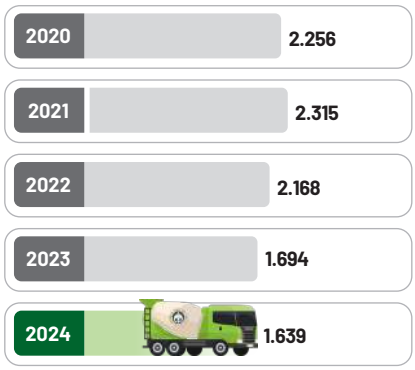
Aset / Assets

Rp Miliar / Rp Billion



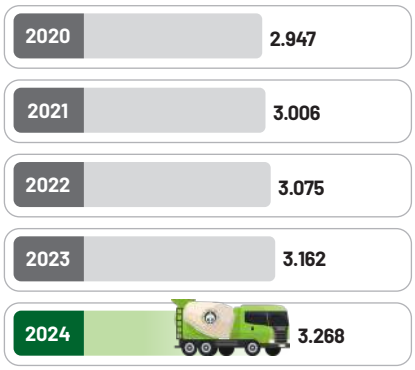
Liabilitas / Liabilities

Rp Miliar / Rp Billion



Ekuitas / Equity

Rp Miliar / Rp Billion



Ikhtisar Data Keuangan Penting
Key Financial Highlights

ARUS KAS KONSOLIDASIAN

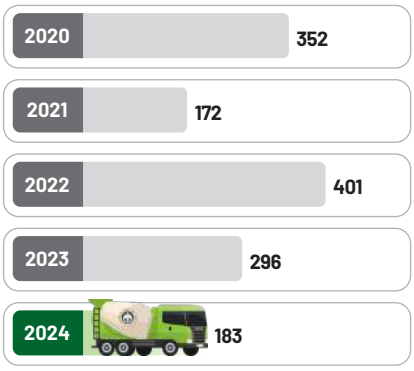
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain / Stated in million Rupiah, unless stated otherwise)

Uraian / *Description*	2024	2023	2022*	2021	2020	Yoy 2023-2024 (%)
Arus Kas dari Aktivitas Operasi / Cash Flow from Operating Activities	182.542	296.498	400.926	171.566	352.301	(38,43)
Arus Kas dari Aktivitas Investasi / Cash Flow from Investment Activities	(51.951)	(102.976)	(52.646)	(39.535)	(82.170)	(49,55)
Arus Kas dari Aktivitas Pendanaan / Cash Flow from Financing Activities	(200.023)	(617.976)	(310.100)	(14.407)	(93.345)	(67,63)
(Penurunan) Kenaikan Bersih Kas dan Setara Kas / Net (Decrease) Increase in Cash and Cash Equivalent	**(69.431)**	**(424.454)**	**38.179**	**146.438**	**176.786**	**(83,64)**
Pengaruh Perubahan Selisih Kurs terhadap Kas dan Setara Kas / Effect of Exchange Rate Differences on Cash and Cash Equivalents	**888**	**(77)**	**35**	**(281)**	**34**	**(1.253,25)**
Kas dan Setara Kas pada Awal Tahun / Cash and cash equivalent at the beginning of the year	**98.387**	**522.918**	**484.704**	**338.547**	**185.649**	**(81,19)**
Kas dan Setara Kas pada Akhir Tahun / Cash and Cash Equivalent at end of the Year	**29.843**	**98.387**	**522.918**	**484.704**	**362.469**	**(69,67)**

*) Disajikan kembali / Restated

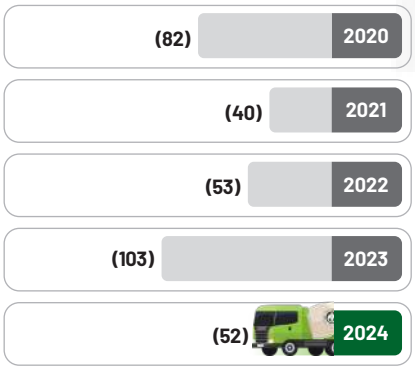
Arus Kas dari Aktivitas Operasi / Cash Flow from Operating Activities

Rp Miliar / Rp Billion



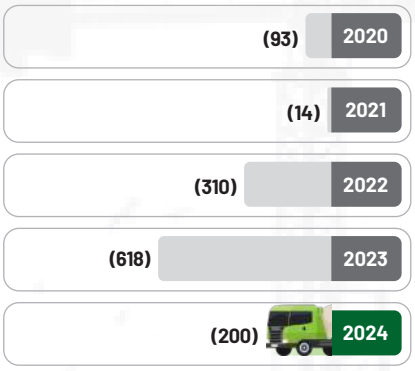
Arus Kas dari Aktivitas Investasi / Cash Flow from Investment Activities

Rp Miliar / Rp Billion



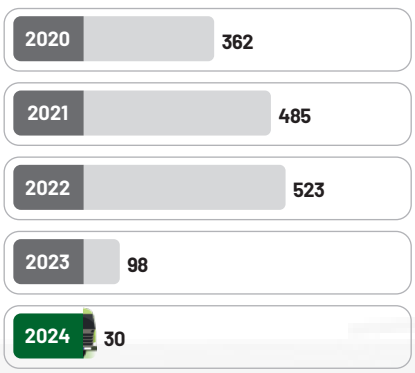
Arus Kas dari Aktivitas Pendanaan / Cash Flow from Financing Activities

Rp Miliar / Rp Billion



Kas dan Setara Kas pada Akhir Tahun / Cash and Cash Equivalent at end of the Year

Rp Miliar / Rp Billion



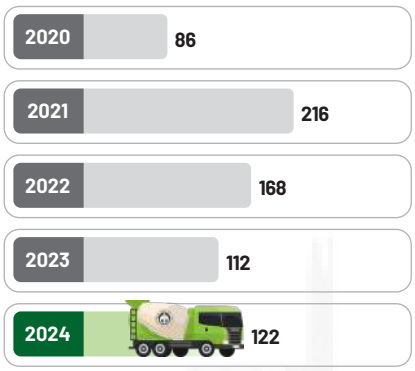
Ikhtisar Data Keuangan Penting
Key Financial Highlights

RASIO KEUANGAN UTAMA / KEY FINANCIAL RATIO

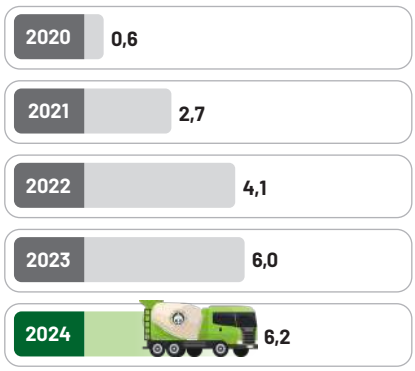
Uraian / *Description*	Satuan	2024	2023	2022*	2021	2020
Margin Laba Kotor / Gross Profit Margin	%	29	32	41	44	42
Margin Laba Usaha / Operating Profit Margin	%	12	13	13	13	12
Margin Laba Bersih / Net Profit Margin	%	6	8	4	3	1
Margin EBITDA / EBITDA Margin	%	22	24	23	24	24
Rasio Lancar / Current Ratio	%	122	112	168	216	86
Rasio Laba (Rugi) terhadap Pendapatan / Return on Income Ratio	%	6,2	6,0	4,1	2,7	0,6
Rasio Laba (Rugi) terhadap Ekuitas / Return on Equity (ROE) Ratio	%	3,9	3,8	2,5	1,6	0,4
Rasio Laba (Rugi) terhadap Jumlah Aset / Return on Assets (ROA) Ratio	%	2,6	2,5	1,5	0,9	0,2
Rasio Liabilitas terhadap Ekuitas / Debt to Equity Ratio	%	50	54	70	76	77
Rasio Liabilitas terhadap Jumlah Aset / Debt to Assets Ratio	%	33	35	41	43	43
Rasio Liabilitas terhadap EBITDA / Debt to EBITDA Ratio	Kali / Times	3,6	3,5	5,0	5,5	5,4
Tingkat Pengembalian Investasi / Return on Investment	Kali / Times	2,6	1,2	0,8	1,3	0,3

*) Disajikan kembali / Restated

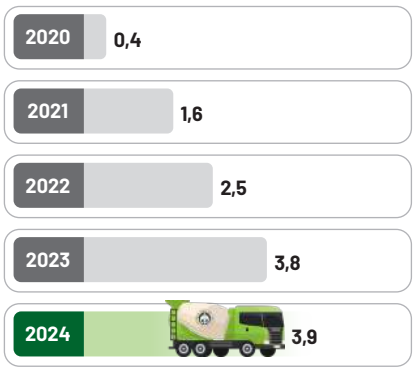
Rasio Lancar (%) / Current Ratio (%)



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

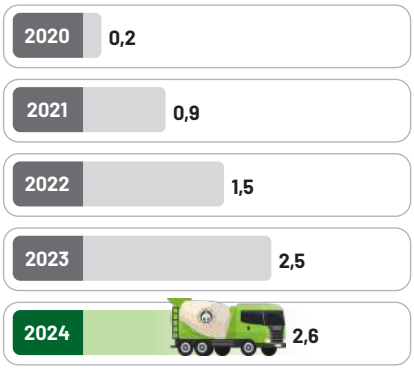


Rasio Laba (Rugi) terhadap Ekuitas (%) / Return on Equity (ROE) Ratio (%)

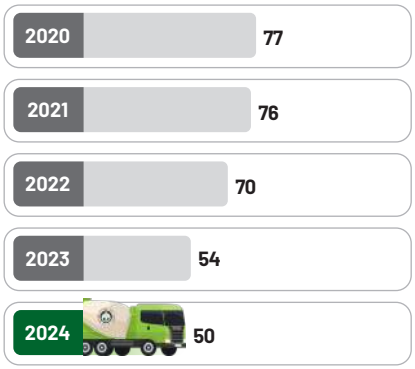


Ikhtisar Data Keuangan Penting
Key Financial Highlights

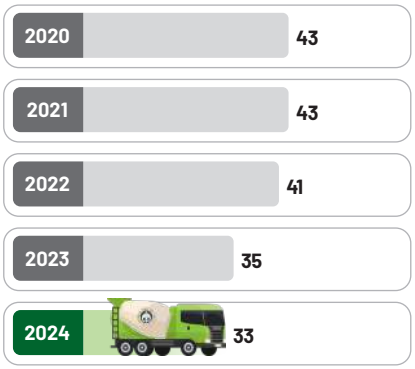
Rasio Laba (Rugi) terhadap Jumlah Aset (%) / Return on Assets (ROA) Ratio (%)



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



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

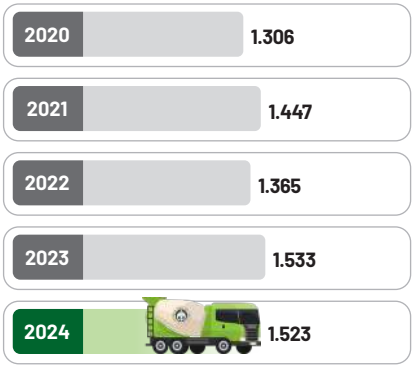


Ikhtisar Operasional
Operational Highlights

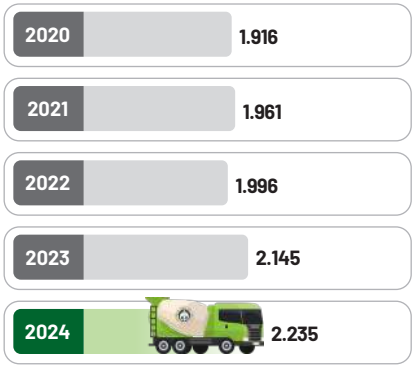
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain / Stated in million Rupiah, unless stated otherwise)

Uraian / *Description*	2024	2023	2022	2021	2020	Yoy 2023-2024 (%)
Produksi Terak / Clinker Production	1.522.804	1.532.608	1.364.803	1.447.533	1.305.881	(0,64)
Produksi Semen / Cement Production	2.235.191	2.144.653	1.995.565	1.960.951	1.915.849	4,22
Volume Penjualan / Sales Volume	2.234.756	2.160.725	2.008.860	1.940.309	1.930.022	3,43

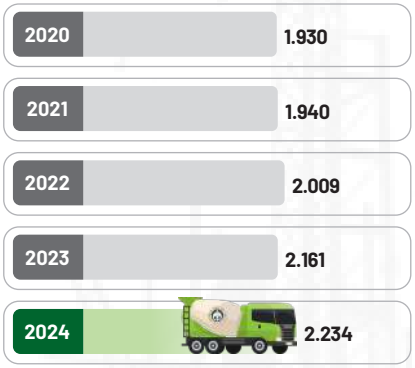
Produksi Terak (Ribu Ton) / Clinker Production (Thousand Tons)



Produksi Semen (Ribu Ton) / Cement Production (Thousand Tons)



Volume Penjualan (Ribu Ton) / Sales Volume (Thousand Tons)



Ikhtisar Saham
Shares Highlights

INFORMASI KINERJA SAHAM

Perusahaan telah mencatat dan memperdagangkan sahamnya di Bursa Efek Indonesia sejak 28 Juni 2013. Informasi perkembangan saham Semen Baturaja "**SMBR**". Informasi saham Perusahaan untuk tahun 2023 – 2024 adalah sebagai berikut:

INFORMATION OF STOCK PERFORMANCE

The Company has listed and traded its shares on the Indonesia Stock Exchange since June 28, 2013. Information on the development of Semen Baturaja "**SMBR**" shares for 2023 – 2024 is as follows:

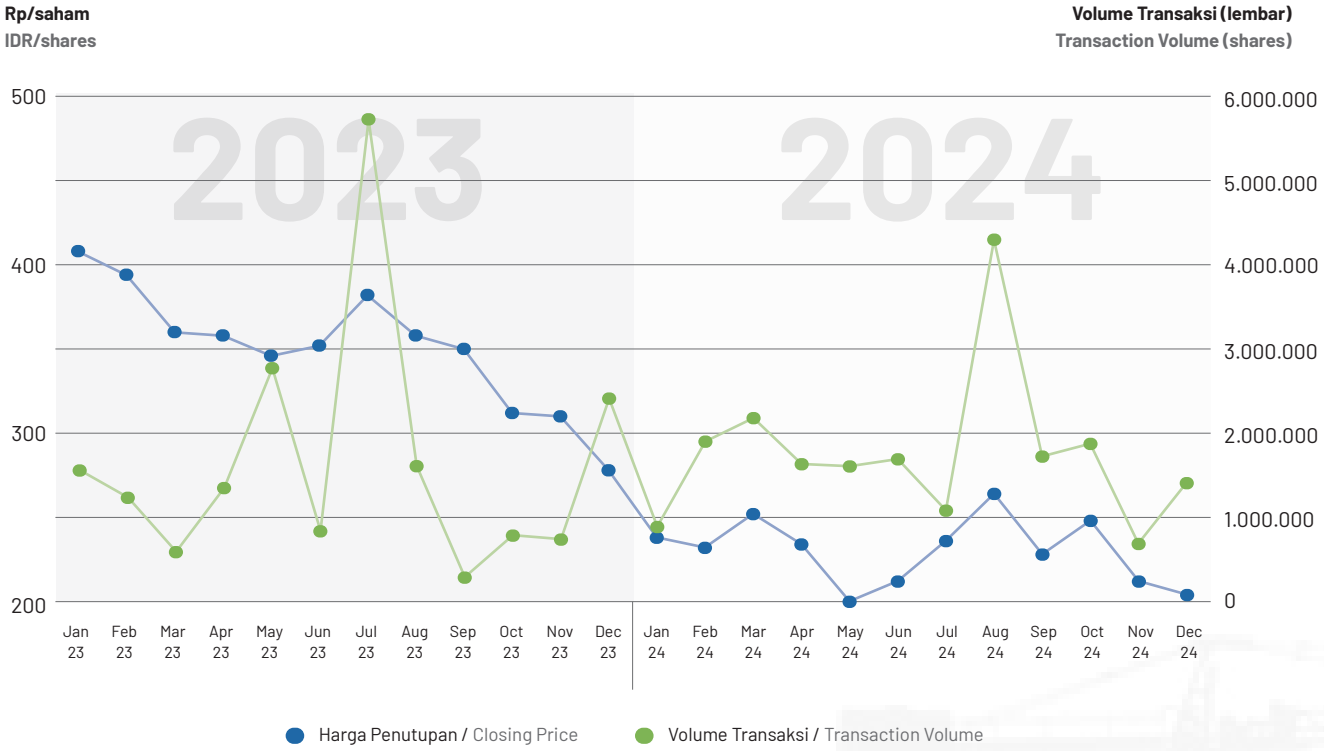
Tabel Perdagangan Saham SMBR / **SMBR STOCK TRADING**

Periode / *Period*	Harga Saham (Rp) / *Stock Price (Rp)*				Jumlah Saham Beredar (Lembar Saham) / *Number Of Shares Outstanding (Shares)*	Volume Transaksi (Lembar Saham) / *Transaction Volume (Shares)*	Kapitalisasi Pasar (Rp) / *Market Capitalization (Rp)*
	Pembukaan / *Opening*	Tertinggi / *Highest*	Terendah / *Lowest*	Penutupan / *Closing*			
2024							
Triwulan I / Quarter I	286	306	226	252	9.932.534.336	260.041.500	2.502.998.652.672
Triwulan II / Quarter II	252	266	199	212	9.932.534.336	181.863.200	2.105.697.279.232
Triwulan III / Quarter III	212	280	208	228	9.932.534.336	371.025.900	2.264.617.828.608
Triwulan IV / Quarter IV	228	278	199	204	9.932.534.336	215.813.000	2.026.237.004.544
2023							
Triwulan I / Quarter I	388	432	332	360	9.932.534.336	157.187.900	3.575.712.360.960
Triwulan II / Quarter II	360	394	336	352	9.932.534.336	103.185.500	3.496.252.086.272
Triwulan III / Quarter III	352	392	340	350	9.932.534.336	177.601.800	3.476.387.017.600
Triwulan IV / Quarter IV	350	364	272	278	9.932.534.336	88.945.600	2.761.244.545.408

Ikhtisar Saham
Shares Highlights

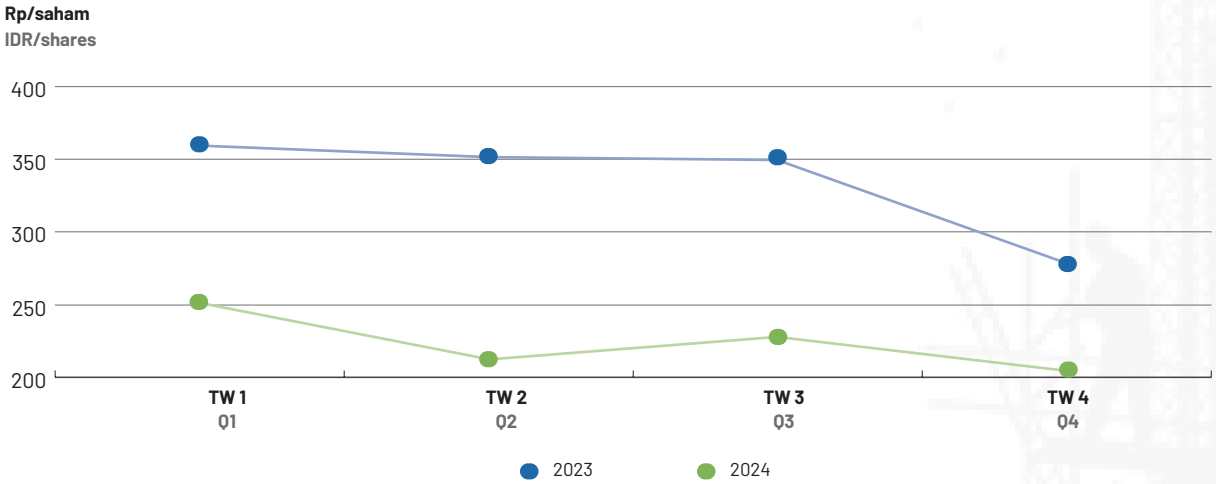
GRAFIK PERGERAKAN HARGA DAN VOLUME TRANSAKSI SAHAM 2023 – 2024

GRAPH OF PRICE MOVEMENT AND STOCK TRANSACTION VOLUME 2023-2024



GRAFIK PERGERAKAN HARGA PENUTUPAN SAHAM TRIWULANAN 2023 – 2024

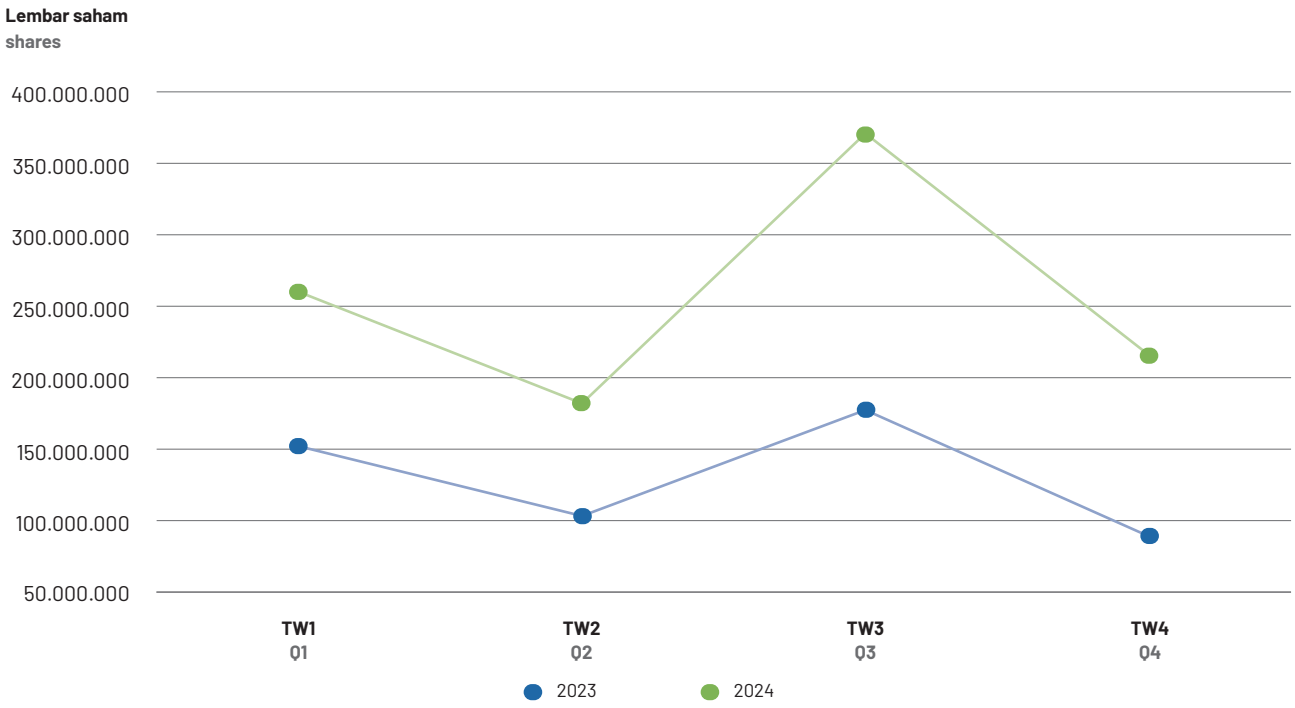
GRAPH OF QUARTERLY STOCK CLOSING PRICE MOVEMENT 2023-2024



Ikhtisar Saham
Shares Highlights

GRAFIK PERGERAKAN VOLUME SAHAM TRIWULANAN 2023 – 2024

GRAPH OF QUARTERLY STOCK VOLUME MOVEMENT 2023 – 2024



INFORMASI SAHAM SMBR 2020 – 2024

SMBR STOCK INFORMATION 2020 – 2024

Uraian	2024	2023	2022	2021	2020
Jumlah Saham pada Modal Dasar (Lembar Saham) / 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) / Value of Shares in Authorized Capital (Rp)	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) / 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) / Share Nominal Value (Rp/Share)	100	100	100	100	100
Earning per Share (Rp/Lembar) / Earnings per Share (Rp/share)	13	12	10	5	1
Price to Earning Ratio (Kali) / Price to Earnings Ratio (times)	16	23	40	119	963
Price to Book Value (Kali) / Price to Book Value (times)	0,73	0,87	1,24	2,05	3,1

Ikhtisar Saham
Shares Highlights

KRONOLOGI PENCATATAN SAHAM / CHRONOLOGY OF SHARES LISTING

Periode / *Period*	Keterangan / *Description*	Nilai Nominal (Rp) / *Nominal Value (Rp)*	Harga Penawaran (Rp) / *Offering Price (Rp)*	Jumlah Saham Diterbitkan (Lembar) / *Total Shares Issued (Shares)*	Jumlah Saham (Lembar) / *Number Of Shares (Shares)*
	Sebelum IPO / Before IPO			**7.500.000.000**	**7.500.000.000**
2013	Penawaran Umum Saham Perdana (IPO) / Initial Public Offering (IPO)	100	560	2.337.678.500	9.837.678.500
2017	*Management Employee Stock Option Plan* (MESOP)	100	2.550	87.118.78	9.924.797.283
2018	*Management Employee Stock Option Plan* (MESOP)	100	3.090	7.737.053	9.932.534.336
2019	*Management Employee Stock Option Plan* (MESOP)	100	1.160	-	9.932.534.336

Ikhtisar Efek Lainnya
Other Securities Highlights

Hingga 31 Desember 2024, Perseroan tidak memiliki efek lainnya berupa obligasi, sukuk atau obligasi konversi atau pun efek lainnya yang diterbitkan di Bursa Efek Indonesia (BEI) atau bursa mana pun. Sehingga informasi pencatatan efek lainnya tidak terdapat dalam Laporan Tahunan 2024.

As of December 31, 2024, the Company did not have any other securities in the form of bonds, sukuk or convertible bonds or other securities issued on the Indonesia Stock Exchange (IDX) or any other exchange. Therefore, information on the recording of other securities is not included in the 2024 Annual Report.

Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Penghapusan Pencatatan Saham (*Delisting*)
Temporary Suspension of Share Trading and/or Delisting of Shares

Hingga 31 Desember 2024, tidak terdapat sanksi yang diperoleh Perusahaan terhadap aktivitas perdagangan saham di Bursa Efek, baik penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*). Dengan demikian, informasi terkait dampak dari penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tidak disajikan dalam Laporan Tahunan ini.

As of December 31, 2024, there were no sanctions received by the Company regarding stock trading activities on the Stock Exchange, either temporary suspension of stock trading (suspension) and/or cancellation of stock listing (delisting). Thus, information related to the impact of temporary suspension of stock trading (suspension) and/or cancellation of stock listing (delisting) is not available in this Annual Report.

Aksi Korporasi
Corporate Actions

Sepanjang tahun 2024, tidak terdapat aksi korporasi yang dilakukan Perusahaan atau yang menyebabkan perubahan signifikan terhadap Perusahaan.

Throughout 2024, there were no corporate actions taken by the Company or causing significant changes to the Company.

Informasi Mengenai Obligasi, Sukuk atau Obligasi Konversi yang Masih Beredar
Information on Bonds, Sukuk or Conversion Bonds Still in Circumstances

Di tahun 2024, Perusahaan tidak menerbitkan obligasi, sukuk, atau obligasi konversi yang beredar (*outstanding*). Dengan demikian, tidak terdapat informasi mengenai daftar obligasi, sukuk, atau obligasi konversi yang beredar (*outstanding*), tingkat bunga/ imbalan, tanggal jatuh tempo, serta peringkat obligasi/sukuk dalam 2 (dua) tahun terakhir.

In 2024, the Company has not issued any outstanding bonds, sukuk, or convertible bonds. Thus, there is no information regarding the list of outstanding bonds, sukuk, or convertible bonds, interest rates/rewards, maturity dates, and bond/ sukuk ratings in the last 2 (two) years.

Informasi Sumber Pendanaan Lainnya
Information on Other Sources of Funding

Di tahun 2024, 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.

In 2024, the Company has not issued any Medium-Term Notes (MTN) or other debt-based funding. Thus, there is no information regarding other funding sources in this Annual Report.

Kilas Peristiwa 2024

2024 Events Highlights



Kilas Peristiwa 2024
2024 Events Highlights



01 Januari - January

Tutup tahun, Semen Baturaja gelar acara pengiriman semen terakhir tahun 2023 dan perdana tahun 2024.

End of the year, Semen Baturaja held the last cement delivery event of 2023 and the first in 2024.



10 Januari - January

Terus mengedepankan industri hijau, Semen Baturaja berhasil mengantongi Sertifikat Green Label Indonesia.

Continuing to prioritize the green industry, Semen Baturaja successfully pocketed the Indonesian Green Label Certificate.



17 Januari - January

Peringati Bulan K3 Nasional 2024, Semen Baturaja gelar apel dan berbagai perlombaan.

Commemorating the 2024 National OHS Month, Semen Baturaja held an assembly and various competitions.



19 Januari - January

Aksi donor darah Bulan K3 Nasional, Semen Baturaja sumbangkan 123 kantor darah ke PMI.

Blood donation action for the National OHS Month, Semen Baturaja donated 123 blood bags to PMI.



22 Januari - January

Perkokoh kesadaran K3, Semen Baturaja gelar *Safety Observation Tour*.

Strengthening OHS awareness, Semen Baturaja held a Safety Observation Tour.



02 Februari - February

Semen Baturaja berikan bantuan CSR untuk Dinas Pemadam Kebakaran dan Penyelamatan Kabupaten OKU.

Semen Baturaja provides CSR assistance to the OKU District Fire and Rescue Services.

Kilas Peristiwa 2024
2024 Events Highlights



05 Februari - February

Rumah BUMN Baturaja, membawa kisah sukses Deni Saputra jual kopi "Ngopi Ku-Day" hingga buka kafe di Baturaja.

Rumah BUMN Baturaja, bringing the success story of Deni Saputra selling "Ngopi Ku-Day" coffee to opening a cafe in Baturaja.



08 Februari - February

Kuat budaya K3, Semen Baturaja gelar seminar Bulan K3 Nasional dan Penyegaran K3.

Strong OHS culture, Semen Baturaja held a National OHS Month and OHS Refreshment seminar.



16 Februari - February

Semen Baturaja terima kunjungan Sucofindo, membangun kolaborasi yang berkelanjutan.

Semen Baturaja received a visit from Sucofindo, building sustainable collaboration.



22 Februari - February

Nihil kecelakaan kerja, Semen Baturaja sukses laksanakan over haul Pabrik Baturaja II.

Zero work accidents, Semen Baturaja successfully carried out the overhaul of the Baturaja II Plant.



29 Februari - February

Jadi narasumber di IDX Sumsel, Direktur Fungsi Keuangan & SDM Semen Baturaja berbagi peluang bisnis SMBR ke calon investor.

Being a speaker at IDX South Sumatera, the Director of Finance & HC Functions of Semen Baturaja shared SMBR business opportunities with prospective investors.



28 Maret - March

Berbagi dibulan penuh berkah, Semen Baturaja salurkan bantuan Ramadan sebesar Rp 152,5 Juta.

Sharing in the month full of blessings, Semen Baturaja distributed Ramadan aid of Rp152.5 million.

Kilas Peristiwa 2024
2024 Events Highlights



29 Maret - March

Semen Baturaja menerima sertifikat Proper Hijau dan Biru dari KLHK RI.

Semen Baturaja received Green and Blue Proper certificates from the Indonesian Ministry of Environment and Forestry.



17 April - April

Mempererat tali silaturahmi, Semen Baturaja ikuti halal bihalal virtual bersama SIG.

Strengthening ties, Semen Baturaja participated in virtual halal bihalal with SIG.



03 Mei - May

Pertumbuhan pendapatan bersih Kuartal I/2024 capai Rp406,5 miliar, Semen Baturaja berencana memperluas kegiatan usaha.

Net revenue growth in Q1/2024 reached Rp406.5 billion, Semen Baturaja plans to expand business activities.



08 Mei - May

Aksi cepat tanggap bencana, Semen Baturaja salurkan bantuan untuk korban banjir Kabupaten OKU.

Quick response to disasters, Semen Baturaja distributed aid to flood victims in OKU Regency.



10 Mei - May

Tak henti memberikan bantuan, Semen Baturaja distribusikan 107.500 liter air bersih ke warga terdampak banjir Kabupaten OKU.

Continuously providing aid, Semen Baturaja distributed 107,500 liters of clean water to residents affected by the OKU Regency flood.



14 Mei - May

Semen Baturaja terus salurkan bantuan untuk korban banjir Kabupaten OKU.

Semen Baturaja continued to distribute aid to flood victims in OKU Regency.

Kilas Peristiwa 2024
2024 Events Highlights



17 Mei - May

Dukung Pengelolaan Energi Berkelanjutan, Semen Baturaja raih Sertifikat Manajemen Energi ISO 50001:2018.

Supporting Sustainable Energy Management, Semen Baturaja Achieved ISO 50001:2018 Energy Management Certificate.



24 Mei - May

Semen Baturaja kembali serahkan bantuan untuk korban banjir di Kabupaten OKU.

Semen Baturaja Provided Assistance for Flood Victims in OKU Regency.



29 Mei - May

Catat kinerja positif tahun 2023, Semen Baturaja bagikan dividen sebesar 20%.

Recording Positive Performance in 2023, Semen Baturaja Distributed 20% Dividends.



05 Juni - June

Peringati Hari Lingkungan Hidup Sedunia, Semen Baturaja tanam pohon di area reklamasi.

Commemorating World Environment Day, Semen Baturaja planted trees in reclamation areas.



10 Juni - June

Berkat sinergi kuat dengan SIG, Semen Baturaja raih peringkat idA+ dari Pefindo.

Thanks to strong synergy with SIG, Semen Baturaja achieved idA+ rating from Pefindo.



18 Juni - June

Sambut Idul Adha 1445 Hijriah, Semen Baturaja salurkan 12 ekor sapi kurban.

Welcoming Eid al-Adha 1445 Hijriah, Semen Baturaja distributed 12 sacrificial cows.

Kilas Peristiwa 2024
2024 Events Highlights



06 Juli - July

Bersama Semen Baturaja, FEB Universitas Muhammadiyah Palembang Gelar Pelatihan Keselamatan dan Kesehatan Kerja.

Together with Semen Baturaja, FEB Universitas Muhammadiyah Palembang Held Occupational Safety and Health Training.



16 Juli - July

Semen Baturaja bersama Kajari OKU sepakat teken MOU bidang Datun.

Semen Baturaja and Kajari OKU agreed to sign MOU in the field of Civil and State Administration.



17 Juli - July

Semen Baturaja gelar pelatihan Fire Drill untuk karyawan dan tenaga kerja alih daya.

Semen Baturaja held Fire Drill training for employees and outsourced workers.



25 Juli - July

Semen Baturaja gelar penyuluhan dan pelatihan Tanggap Darurat Bencana untuk warga ring 1.

Semen Baturaja held counseling and training on Disaster Emergency Response for residents of ring 1.



30 Juli - July

Semen Baturaja menjadi Tuan Rumah Onsite Meeting Direktorat Operasi SIG Group.

Semen Baturaja Hosted Onsite Meeting of SIG Group Operations Directorate.



01 Agustus - August

Volume penjualan Semen Baturaja capai 928,6 ribu ton hingga Semester I 2024.

Semen Baturaja sales volume reached 928.6 thousand tons as of Semester 1 of 2024.

Kilas Peristiwa 2024
2024 Events Highlights



07 Agustus - August

Perkuat *Core Values*, Semen Baturaja gelar Town Hall Meeting AKHLAK 4 Future.

Strengthening Core Values, Semen Baturaja holds AKHLAK 4 Future Town Hall Meeting.



13 Agustus - August

Kunjungan kerja Komisaris Semen Baturaja ke Kantor Palembang: memastikan persiapan pasokan untuk kinerja Semester II/2024.

Working visit of Semen Baturaja Commissioner to Palembang Office: ensuring supply preparation for Semester II/2024 performance.



20 Agustus - August

PJ Gubernur Sumsel dukung langkah strategis Semen Baturaja untuk pertumbuhan yang berkelanjutan.

PJ Gubernur Sumsel dukung langkah strategis Semen Baturaja untuk pertumbuhan yang berkelanjutan.



27 Agustus - August

Semen Baturaja tingkatkan daya saing UMKM melalui pelatihan desain *branding* dan *packaging* produk.

Semen Baturaja increased MSME competitiveness through branding and product packaging design training.



12 September - September

Audiensi jajaran Direksi Semen Baturaja dengan PJ Gubernur Lampung komitmen tingkatkan pembangunan daerah.

Audience of the Board of Directors of Semen Baturaja with the Acting Governor of Lampung, committed to increasing regional development.



24 September - September

Dukung Program Pengentasan Kemiskinan di Sumsel, Semen Baturaja salurkan bantuan sembako.

Supporting the Poverty Alleviation Program in South Sumatera, Semen Baturaja distributed basic food assistance.

Kilas Peristiwa 2024
2024 Events Highlights



25 September - September

Meningkatkan kewaspadaan kecelakaan kerja di area tambang, Semen Baturaja inspeksi keselamatan kerja.

Increasing awareness of work accidents in mining areas, Semen Baturaja inspected occupational safety.



05 Oktober - October

Semen Baturaja pamerkan UMKM binaan lewat Karya Nyata Festival.

Semen Baturaja showcased fostered MSMEs through Karya Nyata Festival.



14 Oktober - October

Karyawan difabel Semen Baturaja ukir prestasi di Peparnas XVII Solo 2024.

Disabled employees of Semen Baturaja made achievements at Peparnas XVII Solo 2024.



21 Oktober - October

Lanjutkan kolaborasi, Semen Baturaja dan Kejati Sumsel sepakati Penanganan Hukum Perdata dan TUN.

Continuing collaboration, Semen Baturaja and South Sumatera High Prosecutor's Office agreed on Handling of Civil and State Administrative Law.



22 Oktober - October

Tingkatkan kapasitas bongkar batubara Area Kertapati, Bukit Asam Sinergi dengan KAI dan Semen Baturaja.

Bukit Asam Synergizes with KAI and Semen Baturaja to increase coal unloading capacity in Kertapati Area.



28 Oktober - October

Semen Baturaja Gandeng Kejati Lampung Tangani Penanganan Hukum Perdata dan TUN.

Semen Baturaja Collaborated with Lampung High Prosecutor's Office to Handle Civil and State Administrative Law.

Kilas Peristiwa 2024
2024 Events Highlights



05 November - November

Semen Baturaja dan UNBARA bersinergi kembangkan inovasi dan riset di berbagai bidang.

Semen Baturaja and UNBARA synergized to develop innovation and research in various fields.



05 November - November

50 Tahun Berkarya, lewat SMBR mengajar berikan wawasan dan bantuan pendidikan.

50 Years of Work, SMBR through SMBR teaching provided insight and educational assistance.



13 November - November

Beri santunan 50 anak yatim, Semen Baturaja syukuri capaian HUT-ke 50.

Semen Baturaja Donated to 50 orphans as a token of gratitude on its 50th anniversary.



14 November - November

Rayakan HUT Emas ke-50, Semen Baturaja Sinergi membangun keberlanjutan.

Celebrating its 50th Golden Anniversary, Semen Baturaja Synergizes to build sustainability.



21 November - November

Konsistensi prinsip keberlanjutan, tiga kali berturut-turut! Semen Baturaja raih Gold Rank di ASRRAT 2024.

Consistent in the principle of sustainability, Semen Baturaja achieved Gold Rank at ASRRAT 2024 for three consecutive times.



06 Desember - December

Semen Baturaja optimis tutup tahun 2024 dengan Kinerja Positif.

Semen Baturaja is optimistic about concluding 2024 with positive performance.





02

Laporan Manajamen
Management Report

SMBR menjalankan program *plant automation* berbasis industri 4.0 dengan menerapkan *Intelligence Process Control System* untuk mendorong perbaikan di sisi operasi.
SMBR runs an Industry 4.0-based plant automation program by implementing the Intelligence Process Control System to drive improvements on the operational side.

Laporan Dewan Komisaris
Board of Commissioners Report

Dewan Komisaris berkomitmen untuk senantiasa menginternalisasikan prinsip-prinsip *Good Corporate Governance* (GCG) secara menyeluruh dan berfungsi sebagai budaya korporasi yang berdampak signifikan terhadap pencapaian Perusahaan.
The Board of Commissioners is committed to always internalizing the principles of Good Corporate Governance (GCG) comprehensively and functioning as a corporate culture that has a significant impact on the Company's achievements.

PARA PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

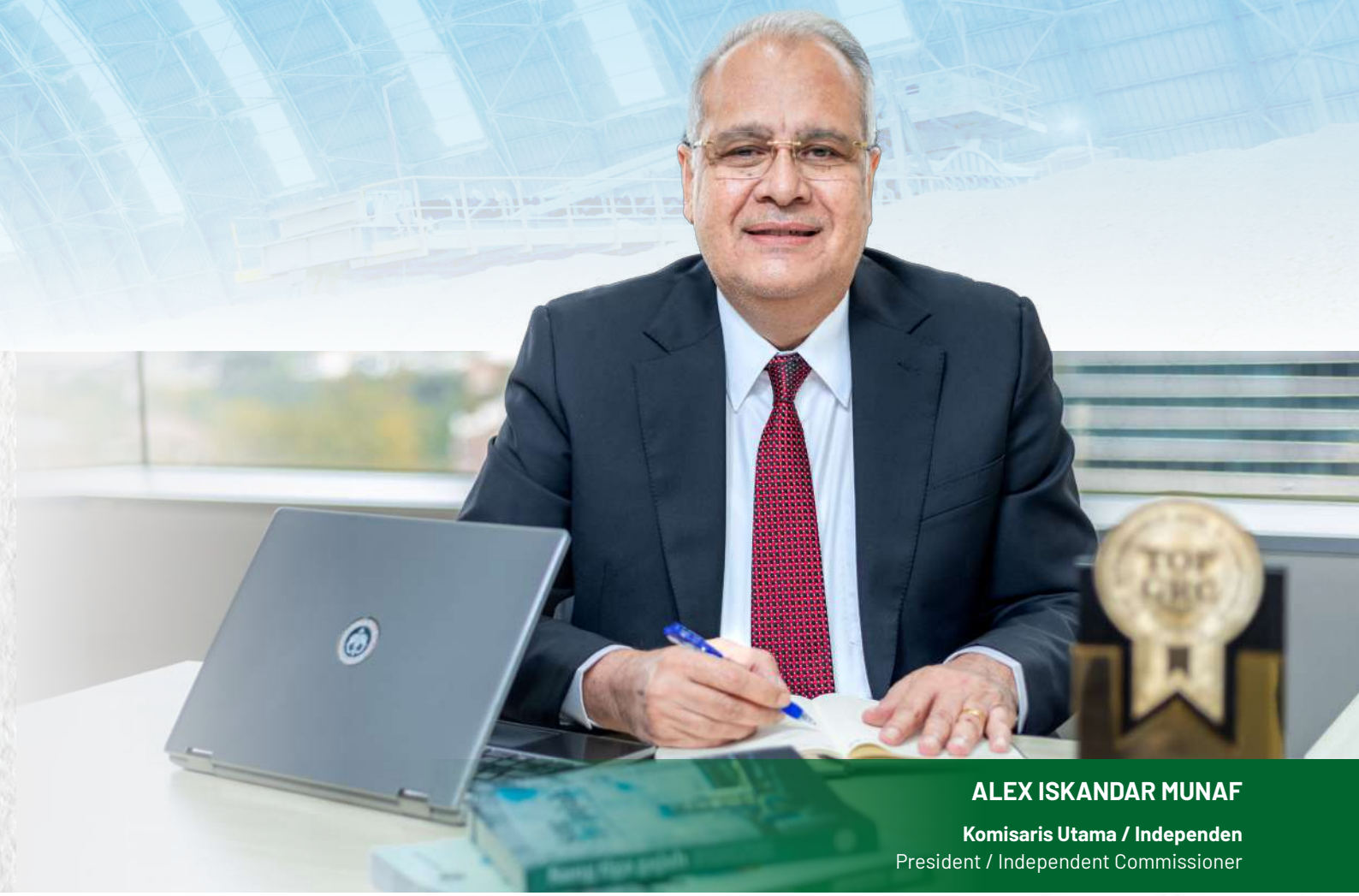
Puji dan syukur kami panjatkan ke hadirat Tuhan Yang Maha Kuasa, karena atas rahmat dan karunia-Nya, Perusahaan telah melewati tantangan di tahun 2024 dengan kinerja yang positif. Dewan Komisaris menilai, Direksi beserta jajaran terkait telah berhasil mengelola Perusahaan untuk meraih pertumbuhan berkelanjutan melalui peningkatan kinerja keuangan serta operasional, sebagai hasil penciptaan nilai di tengah pasar semen nasional yang kompetitif.

Sepanjang tahun 2024, Dewan Komisaris dibantu oleh komite-komite di bawahnya, telah menjalankan fungsi pengawasan dan pemberian nasihat secara optimal terkait pengelolaan Perusahaan yang dilakukan oleh Direksi. Selain itu, melalui kerja sama yang harmonis bersama Direksi, Dewan Komisaris memastikan bahwa keputusan strategis yang berkaitan dengan pengelolaan Perusahaan diambil melalui metode *checks and balances*, sebagai wujud penerapan prinsip-prinsip *Good Corporate Governance* (GCG) yang sesuai dengan peraturan perundang-undangan yang berlaku.

DEAR SHAREHOLDERS AND STAKEHOLDERS,

Let us offer our praise and gratitude to the Almighty God, for His grace and blessings, the Company managed to pass the challenges in 2024 with positive performance. The Board of Commissioners assesses that the Board of Directors and related staff have succeeded in managing the Company to achieve sustainable growth through improved financial and operational performance as a result of value creation the competitive national cement market.

Throughout 2024, the Board of Commissioners, assisted by its supporting committees, has optimally carried out its supervisory and advisory functions related to the management of the Company carried out by the Board of Directors. In addition, through harmonious cooperation with the Board of Directors, the Board of Commissioners ensures that strategic decisions related to the management of the Company are taken through the checks and balances method, as a manifestation of the implementation of the principles of Good Corporate Governance (GCG) in accordance with applicable laws and regulations.



ALEX ISKANDAR MUNAF

Komisaris Utama / Independen
President / Independent Commissioner

Melalui kesempatan ini, perkenankan saya mewakili Dewan Komisaris menyampaikan laporan mengenai fungsi pengawasan dan pemberian nasihat yang dilakukan sepanjang tahun 2024. Laporan ini mencakup penjelasan mengenai berbagai aspek yang berkaitan dengan tugas dan tanggung jawab Dewan Komisaris dalam struktur tata kelola Perusahaan. Hal ini meliputi evaluasi terhadap kinerja Direksi, perumusan serta pelaksanaan strategi, penerapan prinsip-prinsip *Good Corporate Governance* (GCG), serta prospek bisnis Perusahaan di tahun yang akan datang. Pembahasan mengenai setiap aspek tersebut akan disampaikan sebagai berikut.

PANDANGAN DEWAN KOMISARIS TERHADAP KONDISI EKSTERNAL

Pertumbuhan ekonomi global pada tahun 2024 mengalami perlambatan yang signifikan dari tahun sebelumnya, hal ini dipengaruhi oleh ketidakstabilan politik di beberapa negara Asia dan Eropa yang telah mengguncang pasar global dan menimbulkan faktor tambahan terkait kebijakan fiskal dan struktural. Selain itu, ketegangan geopolitik yang terjadi di

Through this opportunity, please allow me to represent the Board of Commissioners in submitting a report on the supervisory and advisory functions carried out throughout 2024. This report includes an explanation of various aspects related to the duties and responsibilities of the Board of Commissioners in the Company's governance structure. This includes evaluation of the Board of Directors' performance, formulation and implementation of strategies, implementation of Good Corporate Governance (GCG) principles, and the Company's business prospects in the coming year. Discussion of each aspect will be presented as follows.

BOARD OF COMMISSIONERS' VIEW ON EXTERNAL CONDITIONS

Global economic growth in 2024 experienced a significant slowdown from the previous year that was influenced by political instability in several Asian and European countries that have shocked the global market and created additional factors related to fiscal and structural policies. In addition, geopolitical tensions in the Middle East and Russia-Ukraine

Laporan Dewan Komisaris
Board of Commissioners Report

Timur Tengah dan Rusia-Ukraina menjadi faktor lainnya yang menciptakan ketegangan perdagangan global tetap tinggi. Menurut International Monetary Fund (IMF) dalam laporan World Economic Outlook (WEO), pertumbuhan ekonomi global untuk tahun 2024 hanya mencapai 3,2%. Asumsi tersebut didasarkan pada proyeksi pertumbuhan ekonomi di negara-negara maju yang diperkirakan hanya akan mencapai 1,8% selama tahun 2024, sementara pasar negara berkembang diperkirakan akan tumbuh sebesar 4,2%.

are other factors that have resulted in high global trade tensions. According to the International Monetary Fund (IMF) in the World Economic Outlook (WEO) report, global economic growth for 2024 only reached 3.2%. This assumption is based on the projection of economic growth in developed countries which is estimated to only reach 1.8% during 2024, while emerging markets are expected to grow by 4.2%.

Meskipun menghadapi sejumlah tantangan baik di tingkat internasional maupun domestik, perekonomian Indonesia berhasil menunjukkan pertumbuhan yang kuat dan konsisten. Berdasarkan laporan dari Badan Kebijakan Fiskal Kementerian Keuangan Republik Indonesia, pertumbuhan ekonomi Indonesia pada kuartal IV tercatat mencapai 5,03% untuk keseluruhan tahun 2024. Keberhasilan ini didorong oleh laju pertumbuhan sektor pertambangan dan penggalian mencapai 4,90% serta didukung oleh permintaan domestik yang tetap stabil dan pemulihan permintaan global.

Despite facing a number of challenges both internationally and domestically, the Indonesian economy managed to demonstrate strong and consistent growth. Based on a report from the Fiscal Policy Agency of the Ministry of Finance of the Republic of Indonesia, Indonesia's economic growth in the fourth quarter was recorded at 5.03% for the whole of 2024. This success was driven by the growth rate of the mining and excavation sector reaching 4.90% and supported by stable domestic demand and recovery in global demand.

Bersamaan dengan pencapaian tersebut, Kementerian Koordinator Bidang Perekonomian Republik Indonesia melaporkan bahwa pemerintah bersama Bank Indonesia telah berhasil mencapai target inflasi sebesar 1,57% (yoy) untuk tahun 2024, yang berada dalam rentang sasaran 2,5%. Keberhasilan ini merupakan hasil dari konsistensi dalam kebijakan moneter dan fiskal, serta sinergi yang optimal dalam pengendalian inflasi di tingkat pusat dan daerah. Angka inflasi ini menunjukkan penurunan dibandingkan dengan tahun 2023 yang tercatat sebesar 2,61% (yoy), sekaligus menjadikannya sebagai yang terendah dalam dua dekade terakhir. Jika dibandingkan dengan negara-negara lain yang tergabung dalam G-20, inflasi di Indonesia lebih rendah dibandingkan dengan Argentina (118% yoy), Turki (44,28% yoy), Rusia (9,5% yoy), dan Amerika Serikat (2,90%). Hal ini mencerminkan kemampuan Indonesia dalam mengelola inflasi dengan baik.

Along with this achievement, the Coordinating Ministry for Economic Affairs of the Republic of Indonesia reported that the government together with Bank Indonesia had succeeded in achieving an inflation target of 1.57% (yoy) for 2024, which is within the target range of 2.5%. This success is the result of consistency in monetary and fiscal policies, as well as optimal synergy in controlling inflation at the central and regional levels. This inflation figure shows a decline compared to 2023 which was recorded at 2.61% (yoy), making it the lowest in the last two decades. Compared to other countries in the G-20, inflation in Indonesia was lower than Argentina (118% yoy), Turkey (44.28% yoy), Russia (9.5% yoy), and the United States (2.90%). This reflects Indonesia's ability to manage inflation well.

Laporan Dewan Komisaris
Board of Commissioners Report

Seiring dengan terjaganya stabilitas ekonomi dan inflasi, industri semen di Indonesia menunjukkan perkembangan yang positif. Berdasarkan informasi dari Asosiasi Semen Indonesia (ASI), *demand* pasar semen domestik terkoreksi sebesar -0,9% dengan total penjualan mencapai 64,9 juta ton. Pasar semen kantong, yang umumnya digunakan untuk proyek pembangunan properti dan *real estate*, menunjukkan stabilitas dengan volume mencapai 45 juta ton. Sementara itu, pasar semen curah yang mencerminkan kebutuhan pembangunan infrastruktur mengalami pertumbuhan sebesar 4,4% dengan volume 19,8 juta ton. Selain itu, kapasitas produksi industri semen mencapai 122 juta ton, yang secara umum menunjukkan kelanjutan *overcapacity* pada tahun 2024 dengan tingkat utilisasi 52,5%.

In line with the maintained stability of the economy and inflation, the cement industry in Indonesia actually has shown positive developments. Based on information from the Indonesian Cement Association (ASI), the growth of the domestic cement market was recorded at -0.9% with total sales reaching 64.9 million tons. The bagged cement market, which is generally used for property and real estate development projects, showed stability with a volume of 45 million tons. Meanwhile, the bulk cement market, which reflects the needs of infrastructure development, grew by 4.4% with a volume of 19.8 million tons. Moreover, the cement industry's production capacity reached 122 million tons, with domestic demand at 64.9 million tons, representing 52.5%.

Perusahaan memahami bahwa industri semen secara signifikan dipengaruhi oleh perkembangan ketersediaan dan harga komoditas energi, terutama batu bara. Pada tahun 2024, ketersediaan batu bara sebagai sumber energi menunjukkan tingkat produktivitas yang sangat memuaskan, hal ini disebabkan oleh jumlah produksi batu bara Indonesia yang mencapai 813,05 juta ton, melebihi target yang ditetapkan yaitu 710 juta ton. Produksi tersebut terdiri dari kontribusi domestik mencapai 378,95 juta ton dan kontribusi ekspor mencapai 434,11 juta ton. Dengan tingkat produktivitas yang tinggi, pemerintah sebagai regulator berwenang dalam memenuhi kebutuhan batu bara di dalam negeri, termasuk untuk sektor industri semen dan sektor lainnya.

The Company understands that the cement industry is significantly influenced by developments in the availability and prices of energy commodities, especially coal. The availability of coal as an energy source shows a very satisfactory level of productivity in 2024 due to the amount of Indonesian coal production reaching 813.05 million tons, exceeding the target set at 710 million tons. This production consists of domestic contributions reaching 378.95 million tons and export contributions reaching 434.11 million tons. With a high level of productivity, the government as a regulator has the authority to meet domestic coal needs, including for the cement industry sector and other sectors.

PENILAIAN DEWAN KOMISARIS TERHADAP KINERJA DIREKSI

Sebagai organ utama yang bertanggung jawab memastikan kinerja Direksi dapat memberikan dampak positif terhadap perkembangan Perusahaan, Dewan Komisaris senantiasa melaksanakan evaluasi dan penilaian terhadap kinerja Direksi dalam melakukan pengelolaan Perusahaan. Dalam praktiknya, Dewan Komisaris menggunakan sejumlah indikator yang berfungsi sebagai tolak ukur keberhasilan. Indikator-indikator tersebut mencakup pencapaian target yang telah tertuang di dalam Rencana Kerja dan Anggaran Perusahaan (RKAP), perbandingan pertumbuhan kinerja keuangan dan operasional dari tahun sebelumnya serta pencapaian *Key Performance Indicators* (KPI) tahun 2024.

BOARD OF COMMISSIONERS' ASSESSMENT ON BOARD OF DIRECTORS' PERFORMANCE

As the main organ responsible for ensuring that the Board of Directors' performance can have a positive impact on the development of the Company, the Board of Commissioners always evaluates and assesses the Board of Directors' performance in managing the Company. In practice, the Board of Commissioners uses several indicators that function as benchmarks for success. These indicators include the achievement of targets that have been stated in the Company's Work Plan and Budget (RKAP), a comparison of financial and operational performance growth from the previous year, and the achievement of Key Performance Indicators (KPI) in 2024.

Laporan Dewan Komisaris
Board of Commissioners Report

Berdasarkan hasil evaluasi dan penilaian yang telah dilakukan, Dewan Komisaris menyimpulkan bahwa Direksi telah menjalankan pengelolaan Perusahaan dengan baik sepanjang tahun 2024. Pernyataan ini tercermin melalui pencapaian Perusahaan dalam meraih target RKAP 2024 yang menunjukkan stabilitas struktur modal, dengan total aset per 31 Desember 2024 tercatat sebesar Rp4,91 triliun, yang mencapai 94,73% dari sasaran yang ditetapkan. Stabilitas struktur modal tersebut diiringi dengan pembukuan liabilitas mencapai Rp1,64 triliun atau memenuhi target dengan persentase 92,15% dan ekuitas yang mencapai Rp3,27 triliun, yang mencapai 114,85% dari sasaran yang ditetapkan.

Selain struktur modal, Dewan komisaris juga menilai kinerja Direksi melalui pencapaian pada aspek profitabilitas yang menunjukkan pendapatan meningkat sebesar Rp2,09 triliun pada tahun 2024 atau setara dengan 2,48% dibandingkan dengan tahun sebelumnya. Bersamaan dengan pencapaian tersebut, Perusahaan juga berhasil meraih laba tahun berjalan sebesar Rp129,25 miliar, meningkat sebesar 6,32% dibandingkan pencapaian laba tahun berjalan pada tahun lalu. Kedua pencapaian ini mencerminkan keberhasilan Direksi dalam menjalankan tugasnya.

Pada sisi kinerja keuangan, Dewan Komisaris berpandangan bahwa Perusahaan terus berupaya meningkatkan nilai tambah dan keunggulan kompetitif, penerapan *operational excellence* di berbagai bidang dengan meningkatkan performa peralatan, optimalisasi *supply chain* dengan tetap mendukung terciptanya industri semen yang ramah lingkungan, serta disisi lain juga perlu dilakukan langkah-langkah *cost leadership* secara tepat dan mengoptimalkan peningkatan pendapatan lainnya.

Pada tahun 2024, realisasi pendapatan yang dibukukan mencapai sebesar Rp2,09 triliun atau 73,91% dari RKAP, dan meningkat 2,48% jika dibandingkan dengan tahun sebelumnya. Di sisi lain, realisasi beban pokok penjualan tahun 2024 tercatat sebesar Rp1,49 triliun atau mencapai 77,79% dari RKAP, dan meningkat 6,97% dari tahun lalu. Keduanya berdampak terhadap penurunan laba kotor pada tahun 2024 sebesar 83,77% dari RKAP, dan turun 7,33% jika dibandingkan tahun sebelumnya.

Based on the results of the evaluation and assessment that have been carried out, the Board of Commissioners concluded that the Board of Directors has managed the Company properly throughout 2024. This statement is reflected in the Company's achievement in achieving the 2024 RKAP target which shows the stability of the capital structure, with total assets as of December 31, 2024, recorded at Rp4.91 trillion, which reached 94.73% of the set target. The stability of the capital structure is accompanied by the achievement of liabilities reaching Rp1.64 trillion or meeting the target with a percentage of 92.15%, and equity reaching Rp3.27 trillion, which reached 114.85% of the set target.

The Board of Commissioners also assessed the Board of Directors' performance on top of the capital structure through achievements in the profitability aspect which showed an increased revenue by Rp2.09 trillion in 2024 or equivalent to 2.48% compared to the previous year. Along with this achievement, the Company managed to obtain a current year profit of Rp129.25 billion as well, which increased by 6.32% compared to the current year profit achievement last year. These two achievements reflect the success of the Board of Directors in carrying out their duties.

In terms of financial performance, the Board of Commissioners views that the Company continues to strive to increase added value and competitive advantage, the operational excellence implementation in various fields by improving equipment performance, as well as optimizing the supply chain while still providing support to create an environmentally friendly cement industry, while on the other hand, it is also necessary to take appropriate cost leadership steps and optimize the increase in other income.

In 2024, the recorded revenue realization reached Rp2.09 trillion or 73.91% of the RKAP, and increased by 2.48% compared to the previous year. On the other hand, the realization of the cost of goods sold in 2024 was recorded at Rp1.49 trillion or reached 77.79% of the RKAP, and increased by 6.97% from last year. Both have an impact on the decline in gross profit in 2024 by83.77% of the RKAP and decreased by 7.22% compared to the previous year.

Laporan Dewan Komisaris
Board of Commissioners Report

Bersamaan dengan itu, beban usaha pada tahun 2024 tercatat sebesar Rp351,92 miliar, tercapai 119,61% dari RKAP dan turun 9,52% dari tahun lalu. Adapun laba usaha tercatat sebesar Rp246,53 miliar atau mencapai 59,37% dari RKAP, dan turun 3,73% dari tahun sebelumnya. Sementara itu, EBITDA Perusahaan pada tahun 2024 tercatat sebesar Rp453,15 miliar, tercapai 72,04% dari RKAP, dan turun 6,64% dari tahun sebelumnya, dengan perolehan EBITDA margin sebesar 21,7%. Proporsi tersebut menyebabkan perolehan laba bersih pada tahun 2024 sebesar Rp129,25 miliar atau mencapai 49,12% dari RKAP, dan mengalami peningkatan 6,32% dari tahun lalu.

At the same time, Operating expenses in 2024 were recorded at Rp351.92 billion, reaching 119.61% of the RKAP and decreasing by 9.52% from last year. Meanwhile, operating profit was recorded at Rp246.53 billion or reached 59.37% of the RKAP, and decreased by 3.73% from the previous year. Meanwhile, the Company's EBITDA in 2024 was recorded at Rp453.15 billion, which reached 72.04% of the RKAP, and decreased by 6.64% from the previous year, with an EBITDA margin of 21.7%. Such proportion resulted in a net profit of Rp129.25 billion in 2024 or reaching 49.12% of the RKAP, and increasing by 6.32% from the previous year.

Pada aspek produksi dan penjualan, Perusahaan berhasil mencapai volume produksi semen sebesar 2.235.191 ton, yang menunjukkan peningkatan sebesar 4,22% dibandingkan dengan realisasi tahun sebelumnya yang tercatat sebanyak 2.144.654 ton, jumlah tersebut juga menunjukkan pemenuhan atas RKAP mencapai 75,26%. Selain itu, produksi terak tahun 2024 sebesar 1.522.804 ton atau mencapai 74,65% dari rencana. Di sisi lain, volume penjualan semen juga tercatat sebesar 2.234.756 ton, mengalami kenaikan sebesar 3,43% jika dibandingkan dengan penjualan tahun lalu yang mencapai 2.160.725 ton.

In terms of production and sales, the Company managed to achieve a cement production volume of 2,235,191 tons, which shows an increase of 4.22% compared to the previous year's realization which was recorded at 2,144,655 tons, and it also shows that the fulfillment of the RKAP has reached 75.26%. Additionally, clinker production in 2024 was 1,522,804 tons or reached 74.65% of the plan. On the other hand, the volume of cement sales was also recorded at 2,234,756 tons, experiencing an increase of 3.43% compared to sales in the previous year which reached 2,160,725 tons.

Berkenaan dengan kinerja operasional Perusahaan, Dewan Komisaris berpandangan bahwa untuk realisasi penjualan yang hanya mencapai 74,57% dari RKAP disebabkan belum maksimalnya realisasi penjualan brand SMBR yang tercatat baru 80% dari rencana, maupun penjualan intercompany yang hanya mencapai 56,24% dari rencana. Sedangkan dari sisi produksi yang hanya mencapai 75,26% dari rencana, hal ini disebabkan menyesuaikan dengan permintaan pengeluaran semen yang tidak terlalu baik karena melemahnya daya beli masyarakat dan permintaan semen sektor konstruksi yang cenderung melambat. Merespons hal ini, Dewan Komisaris mendorong kinerja *marketing* dan melakukan koordinasi dengan induk (SIG) untuk melakukan penetrasi pasar atas brand SMBR dan merangkul agen penjualan secara masif.

Regarding the Company's operational performance, the Board of Commissioners believes that the sales realization that only reached 74.57% of the RKAP was due to the SMBR brand's sales realization that was less than optimal which was recorded at only 80% of the plan, as well as intercompany sales which only reached 56.24% of the plan. Meanwhile, in terms of production which only reached 75.26% of the plan, this was due to adjusting to the demand for cement expenditure which was not very good since people's purchasing power has weakened and the demand for cement in the construction sector tended to slow down. The Board of Commissioners responds to this issue by encouraging marketing performance and coordinating with the parent company (SIG) to penetrate the market for the SMBR brand and massively embrace sales agents.

Laporan Dewan Komisaris
Board of Commissioners Report



4 3 1 2

1. **ALEX ISKANDAR MUNAF**
   Komisaris Utama/ Komisaris Independen
   President Commissioner/ Independent Commissioner
2. **HADI DARYANTO**
   Komisaris
   Commissioner
3. **INOSENTIUS SAMSUL**
   Komisaris
   Commissioner
4. **CHOWADJA SANOVA**
   Komisaris Independen
   Independent Commissioner

Laporan Dewan Komisaris
Board of Commissioners Report

Terintegrasinya Semen Baturaja ke dalam SIG juga memberikan dampak positif yang signifikan terhadap keberlangsungan pangsa pasar Perusahaan. Pada tahun 2024, pangsa pasar di wilayah Sumatera bagian selatan mencerminkan tren yang positif, dengan volume permintaan semen di wilayah Sumatera Selatan mencapai 5.683.016 ton dan volume penjualan semen mencapai 2.234.756 ton atau masing-masing mencapai sebesar 98% dan 103% dari tahun sebelumnya.

The integration of Semen Baturaja into SIG (PT Semen Indonesia (Persero) Tbk) also has a significant positive impact on the sustainability of the Company's market share. In 2024, the market share in the southern Sumatera region reflected a positive trend, with the volume of cement demand in the South Sumatera region reaching 5,683,016 tons and volume of cement sales reaching 2,234,756 tons or respectively reaching 98% and 103% from the previous year.

Dewan Komisaris juga melaksanakan penilaian terhadap kinerja Direksi mengenai penerapan prinsip-prinsip tata kelola yang baik, melalui penilaian GCG yang dilakukan oleh assessor independen berdasarkan parameter ASEAN *Corporate Governance Scorecard* (ACGS). Pada tahun 2024, Perusahaan berhasil meraih skor 92,84, yang menunjukkan peningkatan dibandingkan dengan skor yang diperoleh pada penilaian GCG dengan parameter ACGS pada tahun sebelumnya yang hanya mencapai 88,51. Pencapaian ini sekaligus menunjukkan komitmen yang kuat dari Direksi dan seluruh jajaran manajemen untuk terus meningkatkan penerapan praktik GCG di lingkup korporasi, terutama setelah proses integrasi Perusahaan dengan Induknya (SIG).

The Board of Commissioners also assesses the performance of the Board of Directors regarding the implementation of good governance principles through a GCG assessment conducted by an independent assessor based on the ASEAN Corporate Governance Scorecard (ACGS) parameters. In 2024, the Company managed to achieve a score of 92.84, which showed an increase/decrease compared to the score obtained in the GCG assessment with the ACGS parameters in the previous year which only reached 88.51. This achievement also shows a strong commitment from the Board of Directors and all levels of management to continue to improve the implementation of GCG practices in the corporate scope, especially after the integration process of the Company with its Parent Company (SIG).

Pada tahun 2024, Dewan Komisaris telah memberikan perhatian khusus terhadap pencapaian KPI korporat Semen Baturaja. Melalui sejumlah upaya stabilitas kinerja, Perusahaan berhasil menunjukkan hasil yang positif dengan skor KPI mencapai 102,42 dari target yang ditetapkan. Sejalan dengan Kontrak Manajemen Tahunan yang mencakup KPI Korporat untuk tahun 2024, Direksi diharapkan dapat memenuhi target tersebut secara kolektif. Adapun sejumlah indikator yang digunakan Semen Baturaja dalam penilaian KPI korporat untuk tahun 2024 pada aspek Kinerja Bisnis adalah sebagai berikut:

1. Nilai Ekonomi dan Sosial untuk Indonesia, terdiri atas *Opex Restrictions, Variable Cost* COGS *Restriction, Specific Electrical Energy Consumption* (SEEC) *up to Cement, Specific Thermal Energy Consumption* (STEC), *Clinker* Faktor untuk PCC Reguler (*the most economical* MIC), *Production Volume* Sesuai Permintaan Penjualan, *Stakeholder Management*, Implementasi TJSL, PROPER, *Safety Performance*;

In 2024, the Board of Commissioners paid special attention to the achievement of Semen Baturaja's corporate KPIs. Through a number of performance stability efforts, the Company succeeded in showing positive results with a KPI score reaching 102.42 of the set target. In line with the Annual Management Contract which includes Corporate KPIs for 2024, the Board of Directors is expected to be able to meet these targets collectively. Several indicators used by Semen Baturaja in assessing corporate KPIs for 2024 in the Business Performance aspect are as follows:

1. Economic and Social Value for Indonesia, consisting of Opex Restrictions, Variable Cost COGS Restriction, Specific Electrical Energy Consumption (SEEC) up to Cement, Specific Thermal Energy Consumption (STEC), Clinker Factor for Regular PCC (the most economical MIC), Production Volume According to Sales Demand, Stakeholder Management, Implementation of TJSL, PROPER, Safety Performance;

Laporan Dewan Komisaris
Board of Commissioners Report

2. Inovasi Model Bisnis, terdiri dari *Sinergy Value* Integrasi SIG-SMBR;
3. Kepemimpinan Teknologi, terdiri atas *Plant Automation* Proses Produksi Berbasis Industri 4.0;
4. Peningkatan Investasi, terdiri dari Pendayagunaan/ Optimalisasi Aset Non Core SIG; dan
5. Pengembangan Talenta, terdiri dari penyesuaian *Roadmap* Penyehatan Dana Pensiun Manfaat Pasti, Produktivitas Karyawan, dan *Culture Readiness*.

Sementara itu, Dewan Komisaris juga menilai bahwa Direksi telah berkomitmen dan mengimplementasikan kinerja keberlanjutan dengan sangat baik. Hal ini dapat dilihat dari program-program yang dilakukan antara lain:

- Langkah Optimalisasi pengeluaran semen dengan *cost to serve* paling rendah sejalan dengan inisiatif penciptaan nilai integrasi dan sebagai salah satu langkah penciptaan nilai tambah dari integrasi.
- Mendapatkan tarif logistik yang lebih efisien dengan melakukan renegosiasi tarif maupun pengadaan jasa baru (sesuai masa berlaku kontrak).
- Melakukan pengendalian dan penurunan faktor terak dengan tetap menjaga kualitas semen.
- Memaksimalkan pemanfaatan *alternative fuel*, di antaranya *sludge oil, spent bleaching earth* (SBE), kantong pecah, bag filter bekas, oli bekas, majun bekas dan *bad stock* dari industri lain.
- Memaksimalkan pemanfaatan bahan baku alternatif seperti *fly ash* dan *bottom ash*.
- Sinergi pengadaan melalui *volume pooling*.
- Pengendalian pencemaran dengan pemantauan lingkungan dan perawatan tanaman di 3 *site* serta pengendalian limbah internal.

PELAKSANAAN TUGAS DEWAN KOMISARIS

Mengenai pelaksanaan tugas Dewan Komisaris, Perusahaan telah memiliki pedoman kerja yang berfungsi sebagai acuan Dewan Komisaris dalam menjalankan tugas dan fungsinya secara optimal. Board Manual tersebut telah disesuaikan dengan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku. Pada tahun 2024, Dewan komisaris telah menjalankan seluruh tugas dan tanggung

2. Business Model Innovation, consisting of Synergy Value of GIS-SMBR Integration;
3. Technology Leadership, consisting of Industry 4.0 Based Plant Automation Production Process;
4. Investment Increase, consisting of Utilization/ Optimization of Non-Core GIS Assets; and
5. Talent Development, consisting of adjustments to the Defined Benefit Pension Fund Health Roadmap, Employee Productivity, and Culture Readiness.

Meanwhile, the Board of Commissioners also assesses that the Board of Directors has committed to and implemented sustainability performance very well, which can be seen from the following programs being carried out:

- Optimizing cement expenditure steps with the lowest cost to serve, in line with the initiative to create integrated value and as one of the steps to create added value from integration.
- Obtaining more efficient logistics rates by renegotiating rates or procuring new services (based on the contract validity period).
- Controlling and reducing clinker factors while maintaining cement quality.
- Maximizing the use of alternative fuels, including sludge oil, spent bleaching earth (SBE), broken bags, used bag filters, used oil, used cloth, and bad stock from other industries.
- Maximizing the use of alternative raw materials such as fly ash and bottom ash.
- Procurement synergy through volume pooling.
- Pollution control with environmental monitoring and plant maintenance at 3 sites and internal waste control.

IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES

Regarding the implementation of the duties of the Board of Commissioners, the Company has a work guideline that serves as a reference for the Board of Commissioners in carrying out its duties and functions optimally. The Board Manual has been adjusted to the Company's Articles of Association and applicable laws and regulations. In 2024, the Board of Commissioners has carried out all its duties

Laporan Dewan Komisaris
Board of Commissioners Report

jawabnya dengan baik. Melalui pengawasan dan pemberian nasihat, Dewan Komisaris menjalin hubungan kerja yang harmonis bersama Direksi. Hubungan tersebut menjadi fondasi utama bagi Dewan Komisaris melakukan pengawasan terhadap perumusan dan implementasi kebijakan strategis Perusahaan yang disusun dan diterapkan oleh Direksi, seperti proses penyusunan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP). Selain itu, Dewan Komisaris juga melakukan pemantauan dan memastikan bahwa praktik *Good Corporate Governance* (GCG) diterapkan secara efektif dan berkelanjutan di dalam lingkungan Perusahaan.

Kinerja Dewan Komisaris pada tahun 2024 tercermin melalui skor penilaian GCG yang diberikan oleh *assessor* independen dengan menggunakan parameter ACGS pada aspek Tanggung Jawab Direksi dan Dewan Komisaris. Dalam penilaian tersebut kinerja Direksi mendapatkan penilaian sebesar 88,70% Hasil ini menunjukkan adanya peningkatan dibandingkan dengan penilaian GCG berdasarkan ACGS pada tahun 2023, yang mencatat tingkat pemenuhan sebesar 86,15%.

Secara umum Dewan Komisaris tidak menghadapi kendala dalam menjalankan tugas dan fungsinya. Dewan Komisaris berkomitmen secara profesional melakukan pengawasan dan memberikan nasihat kepada Direksi terkait pengelolaan Perusahaan sesuai dengan prinsip-prinsip GCG dan ketentuan yang berlaku.

PENGAWASAN TERHADAP PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS PERUSAHAAN

Dewan Komisaris telah melaksanakan fungsi pengawasan terhadap pengelolaan Perusahaan, termasuk dalam proses penyusunan strategi dan kebijakan strategis yang tercantum dalam Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP). Dewan Komisaris bersama Direksi memastikan bahwa penyusunan strategi dan kebijakan strategis Perusahaan dilakukan dengan tetap memperhatikan perkembangan bisnis yang terjadi, baik dari faktor eksternal maupun internal, serta sejalan dengan perubahan peraturan perundang-undangan yang berlaku.

and responsibilities effectively. Through supervision and advice, the Board of Commissioners establishes a harmonious working relationship with the Board of Directors. This relationship is the main foundation for the Board of Commissioners to supervise the formulation and implementation of the Company's strategic policies prepared and implemented by the Board of Directors, such as the process of preparing the Company's Long-Term Plan (RJPP) and RKAP. In addition, the Board of Commissioners also monitors and ensures that Good Corporate Governance (GCG) practices are implemented effectively and sustainably within the Company's environment.

The performance of the Board of Commissioners in 2024 is reflected in the GCG assessment score given by an independent assessor using the ACGS parameters on the aspects of the Responsibilities of the Board of Directors and the Board of Commissioners. In this assessment, the performance of the Board of Directors received an assessment of 88.70%. These results indicate an increase/decrease compared to the GCG assessment based on ACGS in 2023, which recorded a fulfillment rate of 86.15%.

The Board of Commissioners generally does not face any obstacles in carrying out its duties and functions. The Board of Commissioners is committed to professionally supervising and providing advice to the Board of Directors regarding the Company management following GCG principles and applicable provisions.

SUPERVISION OF THE COMPANY'S STRATEGY AND STRATEGIC POLICY FORMULATION

The Board of Commissioners has carried out its supervisory function over the management of the Company, including in the process of formulating strategies and strategic policies as stated in the Company's Long-Term Plan (RJPP) and the Company's Work and Budget Plan (RKAP). The Board of Commissioners together with the Board of Directors ensure that the formulation of the Company's strategies and strategic policies is carried out while still paying attention to business developments that occur, both from external and internal factors, and in line with changes in applicable laws and regulations.

Laporan Dewan Komisaris
Board of Commissioners Report

Dalam menjalankan fungsinya, Dewan Komisaris dibantu oleh Komite Audit dan Komite Manajemen Risiko yang keduanya menjadi penunjang kinerja Dewan Komisaris dalam mengambil langkah proaktif untuk melaksanakan fungsi koordinasi dengan jajaran manajemen Perusahaan. Dewan Komisaris melakukan verifikasi dan validasi data, serta menyusun laporan secara rutin setiap bulan. Lebih dari itu, melalui mekanisme rapat berkala yang diadakan bersama Direksi dan pemangku kepentingan, Dewan Komisaris juga memberikan masukan dan arahan yang diperlukan dalam proses penyusunan strategi dan kebijakan strategis Perusahaan.

In carrying out its functions, the Board of Commissioners is assisted by the Audit Committee and the Risk Management Committee. Both committees support the performance of the Board of Commissioners in taking proactive steps to carry out the coordination function with the Company's management. The Board of Commissioners verifies and validates data, and prepares reports routinely every month. Moreover, through the mechanism of regular meetings held with the Board of Directors and stakeholders, the Board of Commissioners also provides input and direction needed in the process of formulating the Company's strategic strategies and policies.

Dewan Komisaris memberikan penilaian positif terhadap Direksi yang didukung oleh tim terkait dalam menyusun strategi dan kebijakan strategis Perusahaan. Dewan Komisaris memastikan bahwa proses penyusunan tersebut telah mempertimbangkan analisis mendalam terhadap berbagai faktor yang berpengaruh signifikan, serta didukung oleh langkah-langkah mitigasi untuk mengurangi risiko yang dapat menimbulkan dampak negatif. Dewan Komisaris juga mengapresiasi upaya Direksi dalam merumuskan strategi dan kebijakan strategis Perusahaan secara terintegrasi dengan strategi dan kebijakan strategis SIG sebagai Holding, yang merupakan langkah kolaboratif untuk menciptakan nilai tambah bagi semua pemangku kepentingan.

The Board of Commissioners gave a positive assessment to the Board of Directors supported by the related team in formulating the Company's strategies and strategic policies. The Board of Commissioners ensured that the formulation process had considered in-depth analysis of various factors that had a significant influence, and was supported by mitigation measures to reduce risks that may cause negative impacts. The Board of Commissioners also appreciated the Board of Directors' efforts in formulating the Company's strategies and strategic policies in an integrated manner with SIG's strategies and strategic policies as a Holding, which was a collaborative step to create added value for all stakeholders.

Pada tahun 2024, Dewan Komisaris juga telah melaksanakan serangkaian tugas meliputi *review* dan *monitoring* atas kinerja operasional Perusahaan, serta memberikan saran dan nasihat kepada Direksi agar target yang telah ditetapkan dapat tercapai. Adapun bentuk pengawasan yang dilakukan meliputi:

- Pengawasan kebijakan pengurusan yang ditetapkan oleh Direksi;
- Pengawasan jalannya pengurusan Perusahaan;
- Pemberian nasihat kepada Direksi dalam menjalankan kepengurusan Perusahaan;
- Memantau efektivitas praktik *Good Corporate Governance* (GCG) yang diterapkan Perusahaan;
- Meneliti dan menelaah laporan tahunan yang dipersiapkan oleh Direksi; dan
- Melakukan tugas yang secara khusus diberikan kepadanya menurut Anggaran Dasar.

The Board of Commissioners also carried out a series of tasks in 2024, including reviewing and monitoring the Company's operational performance, as well as providing suggestions and advice to the Board of Directors, thereby the set targets may be achieved. The forms of supervision carried out include:

- Supervision of management policies set by the Board of Directors;
- Supervision of the Company management;
- Providing advice to the Board of Directors in carrying out the management of the Company;
- Monitoring the effectiveness of Good Corporate Governance (GCG) practices implemented by the Company;
- Examining and reviewing the annual report prepared by the Board of Directors; and
- Carrying out tasks specifically assigned

Laporan Dewan Komisaris
Board of Commissioners Report

PANDANGAN TERHADAP IMPLEMENTASI STRATEGI DAN KEBIJAKAN STRATEGIS PERUSAHAAN

Mengacu pada *Board Manual*, Anggaran Dasar Perusahaan, serta peraturan perundang-undangan yang berlaku, Dewan Komisaris telah melaksanakan fungsi pengawasan terhadap pengelolaan Perusahaan. Pengawasan tersebut mencakup evaluasi dan penilaian terhadap pelaksanaan strategi dan kebijakan strategis yang diterapkan Direksi pada tahun 2024. Dalam prosesnya, mekanisme rapat gabungan antara Dewan Komisaris dan Direksi menjadi metode efektif yang digunakan dan sesuai dengan ketentuan yang berlaku. Sepanjang tahun 2024, Dewan Komisaris bersama Direksi telah menyelenggarakan rapat gabungan sebanyak 12 kali.

Pengawasan terhadap pelaksanaan strategi dan kebijakan strategis Perusahaan juga dilakukan Dewan Komisaris melalui mekanisme di luar rapat formal, yakni melalui kunjungan kerja yang dilakukan oleh Dewan Komisaris serta interaksi antara komite-komite Dewan Komisaris dan unit-unit di bawah Direksi. Pada tahun 2024, Dewan Komisaris melaksanakan kunjungan kerja sebanyak 2 (dua) kali ke berbagai lokasi pabrik Semen Baturaja. Dewan Komisaris menilai bahwa kolaborasi antara komite Dewan Komisaris dan unit-unit di bawah Direksi telah berjalan dengan baik sepanjang tahun 2024, hal tersebut tercermin melalui pelaksanaan rapat kerja gabungan yang berlangsung kondusif dan memperoleh hasil yang progresif dari keduanya.

Dewan Komisaris telah melaksanakan praktik pengawasan dengan menitikberatkan perhatian pada berbagai aspek operasional Perusahaan, termasuk pencapaian penjualan, proses pengadaan, efisiensi penggunaan bahan bakar, khususnya dalam penggunaan batu bara, perizinan tambang 3 (T3), serta pengalihan Sumber Daya Manusia (SDM) yang berkaitan dengan pengurangan fungsi unit kerja ke Holding SIG. Selain itu, Dewan Komisaris juga secara berkelanjutan melakukan pemantauan terhadap pelaksanaan *Good Corporate Governance* (GCG) dan manajemen risiko yang diterapkan oleh Perusahaan.

VIEW ON THE IMPLEMENTATION OF THE COMPANY'S STRATEGY AND STRATEGIC POLICIES

Referring to the Board Manual, the Company's Articles of Association, and applicable laws and regulations, the Board of Commissioners has carried out its supervisory function over the management of the Company. This supervision includes evaluation and assessment of the implementation of the strategies and strategic policies implemented by the Board of Directors in 2024. In the process, the joint meeting mechanism between the Board of Commissioners and the Board of Directors is an effective method used and in accordance with applicable provisions. Throughout 2024, the Board of Commissioners held 12 joint meetings with the Board of Directors.

Supervision of the implementation of the Company's strategic strategies and policies is also carried out by the Board of Commissioners through mechanisms outside of formal meetings, namely through working visits carried out by the Board of Commissioners and interactions between the Board of Commissioners' committees and units under the Board of Directors. In 2024, the Board of Commissioners carried out 2 (two) working visits to various Semen Baturaja plant locations. The Board of Commissioners assesses that the collaboration between the Board of Commissioners committee and the units under the Board of Directors has gone well throughout 2024, as reflected in the implementation of joint working meetings that took place favorably and obtained progressive results from both.

The Board of Commissioners has implemented supervisory practices by focusing attention on various aspects of the Company's operations, including sales achievements, procurement processes, fuel efficiency, especially in the use of coal, mining permits 3 (T3), and the transfer of Human Capital (HC) related to the reduction of work unit functions to Holding SIG. In addition, the Board of Commissioners also continuously monitors the implementation of Good Corporate Governance (GCG) and risk management implemented by the Company.

Laporan Dewan Komisaris
Board of Commissioners Report

Dewan Komisaris secara rutin melakukan pemantauan terhadap pelaksanaan strategi dan kebijakan strategis Perusahaan, dengan tujuan untuk memastikan pencapaian yang sesuai dengan target kinerja yang telah ditetapkan. Beberapa strategi yang menjadi perhatian utama dalam pemantauan Dewan Komisaris pada tahun 2024 meliputi hal-hal berikut:

1. Agar dilakukan sinkronisasi antara Divisi Logistik, Mega Distributor, dan Divisi Produksi, mengingat pada periode tertentu masih ditemui adanya kondisi silo penuh yang menyebabkan proses produksi harus dihentikan;
2. Agar dilakukan optimalisasi transportasi semen sehingga kebutuhan pasar dapat terpenuhi secara tepat waktu dan tepat jumlah;
3. Agar terus melakukan program efisiensi dalam penggunaan biaya dan di sisi lain untuk terus meningkatkan kinerja produksi dan penjualan sesuai dengan target dalam RKAP;
4. Berkenaan dengan penyelesaian piutang macet perlu ditingkatkan untuk memperoleh hasil yang lebih baik, dengan cara dilakukan secara mandiri ataupun kerja sama dengan pihak ketiga. Khusus untuk penanganan yang dilakukan oleh pihak ketiga, perlu dilaksanakan evaluasi secara berkala untuk melihat kinerja atau capaian yang diperoleh sesuai dengan rencana yang sudah ditetapkan;
5. Agar membangun sinergi yang bagus antara Serikat Pekerja dengan Manajemen untuk menciptakan lingkungan kerja yang kondusif dan harmonis sehingga dapat meningkatkan produktivitas karyawan;
6. Dalam rangka meningkatkan kualitas pengendalian dan kepatuhan terhadap ketentuan perundang-undangan, Direksi diminta untuk menindaklanjuti seluruh rekomendasi dari auditor, baik auditor internal maupun eksternal (BPK, BPKP dan KAP);
7. Perlunya penguatan sistem pengendalian internal perusahaan terutama untuk pelaksanaan kegiatan/proyek yang diperkirakan mempunyai potensi rawan untuk mencegah hal-hal yang melanggar GCG atau hal yang tidak diinginkan. Dalam mengelola keuangan perusahaan agar dilakukan secara hati-hati/*prudent* dan melakukan upaya meningkatkan efisiensi dalam segala aspek; dan
8. Dalam melaksanakan pengurusan Perusahaan, agar senantiasa memperhatikan peraturan yang berlaku, serta menerapkan prinsip-prinsip GCG dan arahan-arahan dari Pemegang Saham.

The Board of Commissioners regularly monitors the implementation of the Company's strategies and strategic policies, intending to ensure achievements in accordance with the set performance targets. Several strategies that are the main focus of the Board of Commissioners' monitoring in 2024 include the following:

1. To synchronize between the Logistics Division, Mega Distributor, and Production Division, considering that there are still full silo conditions in certain periods which cause the production process to have to be halted;
2. To optimize cement transportation so that market needs can be met promptly and in the right quantity.
3. To continue implementing efficiency programs in the use of costs, and to continue improving production and sales performance on the other hand following the targets in the RKAP;
4. Bad debt settlement needs to be improved to obtain better results, by doing it independently or in collaboration with third parties. Specifically for handling carried out by third parties, periodic evaluations should be carried out to see the performance or achievements obtained under the established plan;
5. To build good synergy between the Trade Union and Management to create a conducive and harmonious working environment to increase employee productivity;
6. To improve the quality of control and compliance with statutory provisions, the Board of Directors is requested to follow up on all recommendations from both internal and external auditors (BPK, BPKP, and KAP);
7. The need to strengthen the Company's internal control system, especially for the implementation of activities/projects estimated to have potential risks to prevent matters that violate GCG or unwanted things. The Company's financial management must be done prudently, and efforts to increase efficiency in all aspects must be made; and
8. The Company must always pay attention to applicable regulations to carry out its management and implement GCG principles and directions from Shareholders.

Laporan Dewan Komisaris
Board of Commissioners Report

NASIHAT DAN REKOMENDASI DEWAN KOMISARIS

Sebagai organ utama yang memiliki fungsi pengawasan, Dewan Komisaris memiliki wewenang untuk memberikan nasihat dan rekomendasi kepada Direksi yang bermanfaat untuk keberhasilan kinerja Perusahaan. Dalam pelaksanaannya, nasihat dan rekomendasi yang diberikan Dewan Komisaris harus melalui pertimbangan atas masukan yang disampaikan oleh komite-komite yang berada di bawahnya. Dalam konteks ini, Dewan Komisaris telah memberikan tugas kepada Komite Audit dan Komite Manajemen Risiko untuk secara aktif berkoordinasi dengan manajemen, melakukan verifikasi dan validasi data, serta menyusun laporan bulanan.

Penyampaian nasihat dan rekomendasi dilakukan terhadap berbagai aspek yang menjadi perhatian utama dalam pengawasan Dewan Komisaris, dengan penjelasan sebagai berikut:

1. **Proses Perizinan**
   Dewan Komisaris senantiasa mendorong Direksi dan seluruh jajaran manajemen untuk mempercepat proses dengan tetap memperhatikan kontribusi terhadap upaya pelestarian lingkungan.

2. ***Cash Flow***
   Dewan Komisaris memberikan arahan kepada Direksi untuk mengelola arus kas dengan efektif dan menyampaikan laporan secara transparan dalam setiap rapat kerja bulanan.

3. **Efisiensi Operasi**
   Dewan Komisaris mendorong Direksi untuk berusaha dan melaporkan peningkatan rasio pengadaan batu bara yang diperoleh dari sumber lain selain Bukit Asam, yaitu batu bara yang memiliki harga lebih kompetitif.

4. **Penyelesaian Piutang Macet**
   Dewan Komisaris telah memberikan instruksi kepada Direksi untuk melakukan inovasi, guna mempercepat realisasi penagihan piutang yang bermasalah bagi Perusahaan. Selain itu, Direksi juga diminta untuk melakukan tindak lanjut, pemantauan, serta melaporkan perkembangan setiap bulan.

BOARD OF COMMISSIONERS' ADVICE AND RECOMMENDATIONS

As the main organ with a supervisory function, the Board of Commissioners has the authority to provide advice and recommendations to the Board of Directors that are beneficial for the success of the Company's performance. In its implementation, advice and recommendations provided by the Board of Commissioners must be through consideration of input submitted by the committees under it. In this context, the Board of Commissioners has assigned the Audit Committee and the Risk Management Committee to actively coordinate with management, verify and validate data, and prepare monthly reports.

The submission of advice and recommendations is carried out on various aspects that are of primary concern in the supervision of the Board of Commissioners, with the following explanation:

1. **Licensing Process**
   The Board of Commissioners always encourages the Board of Directors and all levels of management to accelerate the process, while still paying attention to contributions to environmental conservation efforts.

2. **Cash Flows**
   The Board of Commissioners provides direction to the Board of Directors to manage cash flows effectively and submit reports transparently in every monthly work meeting.

3. **Operational Efficiency**
   The Board of Commissioners encourages the Board of Directors to strive and report on increasing the ratio of coal procurement obtained from sources other than Bukit Asam, namely coal that has a more competitive price.

4. **Settlement of Bad Debts**
   The Board of Commissioners has instructed the Board of Directors to innovate to accelerate the realization of problematic receivables collection for the Company. In addition, the Board of Directors is also asked to follow up, monitor, and report progress every month.

Laporan Dewan Komisaris
Board of Commissioners Report

5. Realisasi *Inter-Company Sales* (ICS)

Dewan Komisaris mendorong Direksi agar terus berupaya meningkatkan kinerja ICS dalam rangka memanfaatkan peluang yang ada di pasar.

Sebagai langkah strategis dari Holding untuk menyederhanakan skema penjualan ICS, pada tanggal 1 September 2024 telah diimplementasikan skema penjualan transaksi royalti.

6. Integrasi dengan Holding

Terkait dengan proses transisi integrasi ke dalam Holding SIG, Dewan Komisaris melakukan pemantauan dan meminta laporan mengenai perkembangan secara berkala setiap tiga bulan sekali.

7. Manajemen Risiko dan GCG

Dewan Komisaris bertanggung jawab untuk melakukan pengawasan serta meminta laporan secara berkala mengenai pelaksanaan manajemen risiko dan tata kelola perusahaan yang baik di dalam lingkungan Perusahaan.

Melalui kerja sama yang harmonis pada tahun 2024, Dewan Komisaris juga senantiasa memberikan arahan kepada Direksi mengenai fokus strategi Perusahaan dalam menerapkan *core values* AKHLAK, memperkuat aspek tata kelola, dan meningkatkan efisiensi operasional. Secara khusus, Dewan Komisaris merekomendasikan agar Direksi menekankan pentingnya sosialisasi dan internalisasi *core values* AKHLAK kepada seluruh Insan Semen Baturaja, sehingga dapat secara konsisten mengimplementasikan setiap nilai tersebut, memperkuat kepatuhan dalam pelaksanaan tata kelola di seluruh lini operasi, serta meningkatkan efisiensi pada setiap komponen biaya yang signifikan.

HUBUNGAN KERJA DENGAN DIREKSI DAN MEKANISME PEMBERIAN NASIHAT

Dewan Komisaris menilai bahwa interaksi antara Dewan Komisaris dan Direksi pada tahun 2024 telah berjalan dengan baik. Melalui berbagai mekanisme yang tersedia, keduanya telah melakukan koordinasi dan komunikasi yang intensif untuk membahas isu-isu penting yang berkaitan dengan pengelolaan Perusahaan. Kerja sama ini terwujud dalam bentuk rapat gabungan antara Dewan Komisaris dan Direksi,

5. Realization of Inter-Company Sales (ICS)

The Board of Commissioners encourages the Board of Directors to continue to strive to improve ICS performance in order to take advantage of opportunities in the market.

As a strategic step by Holding to simplify the ICS sales scheme, a royalty transaction sales scheme was implemented on September 1, 2024.

6. Integration with Holding

Related to the integration transition process into Holding SIG, the Board of Commissioners monitors and requests reports on progress periodically every three months.

7. Risk Management and GCG

The Board of Commissioners is responsible for supervising and requesting periodic reports on the implementation of risk management and good corporate governance within the Company.

Through harmonious cooperation in 2024, the Board of Commissioners also continues to provide direction to the Board of Directors regarding the Company's strategic focus in implementing AKHLAK core values, strengthening governance aspects, and increasing operational efficiency. Specifically, the Board of Commissioners recommends that the Board of Directors emphasize the importance of disseminating and internalizing the AKHLAK core values to all Semen Baturaja personnel, so that they can consistently implement each of these values, strengthen compliance in implementing governance across all lines of operations, and increase efficiency in each significant cost component.

WORKING RELATIONSHIP WITH THE BOARD OF DIRECTORS AND ADVISORY MECHANISM

The Board of Commissioners assesses that the interaction between the Board of Commissioners and the Board of Directors in 2024 has gone well. Through various available mechanisms, both have coordinated and communicated intensively to discuss important issues related to the management of the Company. This cooperation is realized in the form of joint meetings between the Board of

Laporan Dewan Komisaris
Board of Commissioners Report

serta kunjungan kerja Dewan Komisaris ke berbagai lokasi pabrik Semen Baturaja. Selain itu, hubungan kerja yang harmonis ini juga terjalin melalui rapat kerja yang diadakan oleh komite-komite Dewan Komisaris bersama masing-masing *Vice President* (VP).

Commissioners and the Board of Directors, as well as working visits by the Board of Commissioners to various Semen Baturaja plant locations. In addition, the harmonious working relationship is also established through working meetings held by the Board of Commissioners committees together with each Vice President (VP).

Rapat gabungan antara Dewan Komisaris dan Direksi diadakan setidaknya 1 (satu) kali dalam 1 (satu) bulan. Sepanjang tahun 2024, Dewan Komisaris bersama Direksi telah menjalin interaksi intensif melalui rapat gabungan sebanyak 12 (dua belas) kali, dengan interaksi informal melalui kunjungan kerja ke sejumlah titik lokasi pabrik Semen Baturaja sebanyak 6 (enam) kali.

Joint meetings between the Board of Commissioners and the Board of Directors are held at least once in 1 (one) month. Throughout 2024, the Board of Commissioners together with the Board of Directors have established intensive interactions through 12 (twelve) joint meetings, with informal interactions through 6 (six) working visits to Semen Baturaja plants.

PROSPEK USAHA DAN TANTANGAN KE DEPAN

Memasuki tahun 2025, World Bank memproyeksikan pertumbuhan ekonomi Indonesia mencapai 5,1%. Potensi keuangan Indonesia pada tahun 2025 diperkirakan tetap menjanjikan, didorong oleh reformasi kebijakan, adopsi digitalisasi, serta investasi pada sektor-sektor strategis. Di sisi lain, industri semen di Indonesia dinilai tengah menghadapi sejumlah tantangan. Mulai dari tingginya persaingan usaha, hingga perubahan kebijakan pemerintah untuk program infrastruktur.

BUSINESS PROSPECTS AND FUTURE CHALLENGES

Welcoming 2025, the World Bank projects Indonesia's economic growth to reach 5.1%. Indonesia's financial potential in 2025 is expected to remain promising, driven by policy reforms, adoption of digitalization, and investment in strategic sectors. On the other hand, the cement industry in Indonesia is considered to be facing a number of challenges, starting from high business competition, to changes in government policy for infrastructure programs.

Dalam beberapa tahun terakhir, proyek infrastruktur yang dilaksanakan oleh pemerintah telah berhasil mendorong peningkatan permintaan terhadap semen curah. Namun, seiring dengan penerapan efisiensi anggaran infrastruktur oleh Pemerintah pada awal tahun 2025, diperkirakan permintaan semen curah akan mengalami penurunan. Meskipun demikian, penurunan tersebut diperkirakan dapat diimbangi oleh peningkatan penjualan semen kantong, yang diprediksi dapat memberikan kontribusi sebesar 70% terhadap total konsumsi semen nasional.

In recent years, infrastructure projects implemented by the government have succeeded in driving increased demand for bulk cement. However, along with the implementation of infrastructure budget efficiency by the Government in early 2025, it is estimated that demand for bulk cement will decline. However, this decline is expected to be offset by an increase in sales of bagged cement, which is predicted to contribute 70% to total national cement consumption.

Pada tahun 2025, diperkirakan penjualan semen kantong mengalami perubahan dengan proyeksi peningkatan 0,3% YoY. Sementara itu, pertumbuhan semen curah diperkirakan meningkat 5,7% YoY pada tahun mendatang.

In 2025, it is estimated that bagged cement sales will change with a projected increase of 0.3% YoY. Meanwhile, bulk cement growth is estimated to increase by 5.7% YoY in the upcoming year.

Laporan Dewan Komisaris
Board of Commissioners Report

Beberapa peluang industri semen nasional pada tahun 2025 antara lain proyek pembangunan 3 juta rumah, pembangunan infrastruktur, seperti MRT dan LRT di Jabodetabek, pembangunan IKN, dan pembangunan *data center* dan pabrik. Dewan Komisaris berharap peluang tersebut dapat meningkatkan penjualan Perusahaan tumbuh 1-2%, dengan menjadikan SMBR sebagai pionir dari total penjualan semen domestik maupun ekspor nasional yang diperkirakan mencapai 77 juta ton pada tahun mendatang, dilengkapi dengan peningkatan utilisasi pabrik mencapai 65%.

Some opportunities for the national cement industry in 2025 include: 3 million housing development projects, infrastructure development such as MRT and LRT in Jabodetabek, IKN development, and data center and factory development. The Board of Commissioners expects that these opportunities can increase the Company's sales by 1-2%, by making SMBR a pioneer of total domestic and national export cement sales estimated to reach 77 million tons in the upcoming year, equipped with an increase in factory utilization reaching 65%.

Menghadapi sejumlah tantangan dan peluang bisnis di tahun mendatang, Dewan Komisaris percaya bahwa Direksi telah melakukan pengamatan terhadap prospek bisnis yang sejalan dengan sektor industri Perseroan. Direksi diharapkan dapat menerapkan sejumlah kebijakan yang berorientasi pada penerapan efisiensi biaya logistik, serta meminta dukungan kepada Pemerintah untuk melakukan stimulus ekonomi untuk mempercepat pertumbuhan di sektor industri. Dewan Komisaris menilai bahwa sejumlah rencana strategis yang dirumuskan oleh Direksi untuk tahun mendatang telah selaras dengan Visi, Misi, dan Rencana Jangka Panjang perusahaan. Oleh karena itu, Dewan Komisaris optimis bahwa Direksi akan mampu memberikan kontribusi terbaik bagi pertumbuhan kinerja Perusahaan di masa depan.

Facing a number of business challenges and opportunities in the coming year, the Board of Commissioners believes that the Board of Directors has observed the business prospects that are in line with the Company's industrial sector. The Board of Directors is expected to implement several policies that are oriented towards carrying out logistics cost efficiency, as well as asking for support from the Government to provide economic stimulus to accelerate growth in the industrial sector. The Board of Commissioners assesses that a number of strategic plans formulated by the Board of Directors for the coming year are in line with the Company's Vision, Mission, and Long-Term Plan. Therefore, the Board of Commissioners is optimistic that the Board of Directors will be able to provide the best contribution to the Company's performance growth in the future.

PENGAWASAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris menyadari bahwa dalam upaya kolektif untuk menciptakan nilai bagi seluruh pemangku kepentingan, termasuk integrasi Perusahaan ke dalam SIG sebagai *holding*, penguatan penerapan *Good Corporate Governance* (GCG) menjadi prioritas utama yang sangat penting. Penerapan GCG sesuai dengan praktik terbaik tidak hanya berfokus pada hasil akhir, tetapi juga memberikan perhatian yang besar terhadap proses, dengan selalu mempertimbangkan kesesuaian terhadap nilai-nilai etika, serta peraturan perundang-undangan yang berlaku.

SUPERVISION OF THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Commissioners is aware that in a collective effort to create value for all stakeholders, including the integration of the Company into SIG as a holding, strengthening the implementation of Good Corporate Governance (GCG) is a top priority. The implementation of GCG in accordance with best practices not only focuses on the end result, but also pays great attention to the process, always considering the conformity to ethical values, as well as applicable laws and regulations.

Melalui penerapan prinsip-prinsip *Good Corporate Governance* (GCG) yang mencakup Transparansi, Akuntabilitas, Tanggung Jawab, Kemandirian, dan Kewajaran di setiap

Through the implementation of the principles of Good Corporate Governance (GCG) which include Transparency, Accountability, Responsibility, Independence, and Fairness

Laporan Dewan Komisaris
Board of Commissioners Report

aspek operasional, Semen Baturaja dapat meningkatkan pengelolaan yang memungkinkan keputusan manajemen dan pelaksanaannya selalu berlandaskan pada nilai-nilai etika yang tinggi serta kepatuhan terhadap peraturan yang berlaku. Dengan demikian, implementasi GCG akan mendorong pengelolaan Perusahaan untuk dapat terlaksana secara profesional, transparan, dan efisien, yang pada akhirnya akan memberikan nilai tambah bagi seluruh pemangku kepentingan.

in every operational aspect, Semen Baturaja can improve management that allows management decisions and their implementation to always be based on high ethical values and compliance with applicable regulations. Thus, the implementation of GCG will encourage the management of the Company to be carried out professionally, transparently, and efficiently, which will ultimately provide added value for all stakeholders.

Dewan Komisaris juga telah meninjau kinerja Direksi sekaligus memberikan nasihat terkait dengan pelaksanaan GCG Perusahaan. Dewan Komisaris memastikan bahwa setiap keputusan yang diambil oleh Direksi dilakukan melalui mekanisme *checks and balances*, sehingga pengelolaan Perusahaan dapat berlangsung dengan sehat dan akuntabel. Selain itu, Dewan Komisaris juga terus memastikan penerapan GCG di lingkungan Perusahaan selalu dievaluasi dan ditingkatkan secara berkelanjutan, hal ini sesuai dengan komitmen jangka panjang Perusahaan untuk menciptakan nilai tambah bagi seluruh pemangku kepentingan dan kelangsungan bisnis yang dijalankan.

The Board of Commissioners has also reviewed the performance of the Board of Directors and provided advice related to the implementation of the Company's GCG. The Board of Commissioners ensures that every decision taken by the Board of Directors is carried out through a checks and balances mechanism so that the management of the Company can take place in a healthy and accountable manner. In addition, the Board of Commissioners also continues to ensure that the implementation of GCG in the Company's environment is always evaluated and improved sustainably in accordance with the Company's long-term commitment to creating added value for all stakeholders and the continuity of the business.

Berdasarkan hasil pengawasan yang dilakukan, Dewan Komisaris menilai bahwa penerapan *Good Corporate Governance* (GCG) di seluruh aspek operasional Perusahaan telah berjalan dengan baik pada tahun 2024. Hal tersebut tercermin melalui keberadaan organ-organ dalam struktur tata kelola yang lengkap, serta adanya peraturan internal yang memadai sebagai bagian dari *soft-structure* penerapan GCG. Dewan Komisaris juga mengamati bahwa Direksi, bersama dengan tim terkait, telah melaksanakan evaluasi secara berkala terhadap *soft-structure* penerapan GCG untuk memastikan bahwa peraturan internal yang ada tetap relevan dengan perkembangan yang terjadi, baik di dalam maupun di luar Perusahaan.

Based on the results of the supervision, the Board of Commissioners assessed that the implementation of Good Corporate Governance (GCG) in all aspects of the Company's operations had been running well in 2024. This is reflected in the existence of organs in a complete governance structure, as well as the existence of adequate internal regulations as part of the soft structure of GCG implementation. The Board of Commissioners also observed that the Board of Directors, together with the relevant team, had carried out periodic evaluations of the soft structure of GCG implementation to ensure that existing internal regulations remain relevant to internal and external developments that occur.

Dalam rangka peningkatan tata kelola perusahaan yang baik, Dewan Komisaris mendorong untuk terus melakukan penerapan prinsip-prinsip *Good Corporate Governance* (GCG) dan *continuous improvement*, antara lain melalui:

The Board of Commissioners encourages the continued implementation of Good Corporate Governance (GCG) principles and continuous improvement to improve them, including by:

Laporan Dewan Komisaris
Board of Commissioners Report

- Mengidentifikasi masalah secara proaktif dalam upaya meningkatan tata kelola Perusahaan;
- Melibatkan seluruh insan SMBR dan seluruh *stakeholder* dalam proses perbaikan;
- Mendorong penggunaan teknologi untuk inovasi;
- Evaluasi dan pengukuran kinerja secara keberlanjutan;
- Menciptakan transparansi dan akuntabilitas dalam setiap langkah Perusahaan; dan
- Mendorong seluruh Insan SMBR untuk terus beradaptasi terhadap perubahan dan tuntunan baru.

- Proactively identifying problems to improve corporate governance;
- Involving all SMBR personnel and all stakeholders in the improvement process;
- Encouraging the use of technology for innovation;
- Sustainable performance evaluation and measurement;
- Creating transparency and accountability in every step of the Company; and
- Encouraging all SMBR personnel to continue adapting to changes and new demands.

CAPAIAN KINERJA DEWAN KOMISARIS DALAM FUNGSI PENGAWASAN PADA PENERAPAN GCG DI LINGKUP PERUSAHAAN

Menorehkan pencapaian positif merupakan keberhasilan yang membanggakan terhadap seluruh upaya dan kebijakan yang telah diterapkan. Oleh karena itu, Dewan Komisaris berkomitmen untuk senantiasa menginternalisasikan prinsip-prinsip *Good Corporate Governance* (GCG) secara menyeluruh dan berfungsi sebagai budaya korporasi yang berdampak signifikan terhadap pencapaian Perusahaan. Komitmen tersebut diwujudkan Dewan Komisaris melalui fungsi pengawasan terhadap pelaksanaan GCG, yang dievaluasi secara berkala sebagai salah satu komponen dalam penilaian GCG Perusahaan. Kinerja Dewan Komisaris dalam penilaian GCG tahun 2024, berdasarkan parameter ACGS, tercermin melalui pencapaian sejumlah indikator sebagai berikut:

1. Indikator Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris, dengan capaian 66,66%;
2. Indikator Struktur Dewan Komisaris, dengan capaian 95,83%;
3. Indikator Proses Dewan Komisaris, dengan capaian 80%;
4. Indikator Individu dalam Susunan Dewan Komisaris, dengan capaian 100%; dan
5. Indikator Kinerja Dewan Komisaris, dengan capaian 100%.

BOARD OF COMMISSIONERS' ACHIEVEMENTS IN THE SUPERVISORY FUNCTION IN THE IMPLEMENTATION OF GCG IN THE COMPANY

Achieving positive results is a proud success for all efforts and policies that have been implemented. Therefore, the Board of Commissioners is committed to always internalizing the principles of Good Corporate Governance (GCG) comprehensively and functioning as a corporate culture that has a significant impact on the Company's achievements. This commitment is realized by the Board of Commissioners through its supervisory function for the implementation of GCG, which is evaluated periodically as one of the components in the Company's GCG assessment. The performance of the Board of Commissioners in the 2024 GCG assessment, based on the ACGS parameters, is reflected in the achievement of a number of indicators as follows:

1. Indicator of Duties and Responsibilities of the Board of Directors and Board of Commissioners, with an achievement of 66.66%;
2. Indicator of the Board of Commissioners Structure, with an achievement of 95.83%;
3. Indicator of the Board of Commissioners Process, with an achievement of 80%;
4. Indicator of Individuals in the Composition of the Board of Commissioners, with an achievement of 100%; and
5. Indicator of the Board of Commissioners Performance, with an achievement of 100%.

Laporan Dewan Komisaris
Board of Commissioners Report

PANDANGAN DEWAN KOMISARIS TERHADAP EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Dewan Komisaris menilai bahwa pada tahun 2024, Sistem Pengendalian Internal Perusahaan telah diimplementasikan dengan baik. Hal ini didukung oleh peran Direksi yang optimal dan bertanggung jawab sepenuhnya dalam proses penyusunan, serta pelaksanaan Sistem Pengendalian Internal tersebut. Sepanjang tahun 2024, Sistem Pengendalian Internal berfungsi sebagai mekanisme untuk memastikan kualitas pelaporan keuangan dan praktik operasional yang terbaik. Di samping itu, Sistem Pengendalian Internal di Perusahaan juga telah diimplementasikan secara efektif untuk memastikan Perusahaan telah mematuhi semua peraturan perundang-undangan yang berlaku.

Dewan Komisaris memandang kualitas implementasi Sistem Pengendalian Internal dapat tercermin melalui hasil evaluasi yang dilaksanakan sepanjang tahun 2024. Secara keseluruhan, Sistem Pengendalian Internal di SMBR telah berfungsi dengan baik dan efektif.

BOARD OF COMMISSIONERS' VIEW ON THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

The Board of Commissioners assesses that in 2024, the Company's Internal Control System has been implemented properly. This is supported by the optimal role of the Board of Directors who are fully responsible in the process of preparing and implementing the Internal Control System. Throughout 2024, the Internal Control System functioned as a mechanism to ensure the quality of financial reporting and the best operational practices. In addition, the Internal Control System in the Company has also been implemented effectively to ensure that the Company has complied with all applicable laws and regulations.

The Board of Commissioners views that the quality of the implementation of the Internal Control System can be reflected through the results of the evaluation carried out throughout 2024. Overall, the Internal Control System at SMBR has functioned well and effectively.

PANDANGAN DEWAN KOMISARIS ATAS PENERAPAN SISTEM MANAJEMEN RISIKO

Pada tahun 2024, Dewan Komisaris telah melaksanakan fungsi pengawasan terhadap sistem dan pelaksanaan manajemen risiko di lingkungan Perusahaan, sesuai dengan peraturan yang berlaku. Perusahaan telah melakukan analisis profil risiko dan berhasil mengidentifikasi 5 (lima) risiko utama Perusahaan yang disajikan secara berkala setiap bulannya. Mekanisme ini berperan sebagai sarana pemantauan yang efisien bagi Dewan Komisaris beserta komite-komite pendukungnya. Dengan adanya dukungan dari Komite Audit dan Komite Manajemen Risiko, Dewan Komisaris telah melaksanakan pengawasan secara langsung terhadap praktik-praktik yang diterapkan di sektor operasional Perusahaan. Hal ini bertujuan untuk melakukan koordinasi, verifikasi, dan validasi data yang berkaitan dengan manajemen risiko Perusahaan.

BOARD OF COMMISSIONERS' VIEW ON THE IMPLEMENTATION OF THE RISK MANAGEMENT SYSTEM

In 2024, the Board of Commissioners carried out its supervisory function on the system and implementation of risk management within the Company, in accordance with applicable regulations. The Company has conducted a risk profile analysis and successfully identified 5 (five) main risks that are presented periodically every month. This mechanism serves as an efficient monitoring tool for the Board of Commissioners and its supporting committees. With the support of the Audit Committee and the Risk Management Committee, the Board of Commissioners has carried out direct supervision of the practices implemented in the Company's operational sector. This aims to coordinate, verify, and validate data related to the Company's risk management.

Laporan Dewan Komisaris
Board of Commissioners Report

Berdasarkan hasil pengawasan yang dilakukan, Dewan Komisaris berpendapat bahwa Direksi beserta tim terkait telah berhasil menerapkan sistem manajemen risiko dengan baik. Hal ini tercermin melalui pelaksanaan manajemen risiko yang dilakukan secara menyeluruh, didukung oleh perangkat sistem yang memadai. Dewan Komisaris juga menilai bahwa pengelola risiko Perusahaan telah mengambil langkah-langkah mitigasi yang tepat untuk mengatasi risiko kinerja operasional produksi, *compliance* dan *corporate culture* dan risiko kesehatan keuangan, terutama melalui inisiatif pengaturan pola operasi dan ketersediaan bahan baku serta bahan penolong, dan predictive maintenance, program kerja zero accident, penyusunan dokumen lingkungan beyond compliance dan sosialisasi budaya AKHLAK secara berkala.

Based on the results of the supervision carried out, the Board of Commissioners is of the opinion that the Board of Directors and related teams have successfully implemented a good risk management system. This is reflected in the implementation of risk management that is carried out comprehensively, supported by adequate system tools. The Board of Commissioners also assessed that the Company's risk management has taken appropriate mitigation steps to address operational production performance risks, compliance and corporate culture and financial health risks, especially through initiatives to regulate operating patterns and the availability of raw materials and auxiliary materials, and predictive maintenance, zero accident work programs, preparation of environmental documents beyond compliance and periodic dissemination of the AKHLAK culture.

Kualitas sistem dan pelaksanaan manajemen risiko dapat dilihat dari proses evaluasi yang dilakukan secara berkala. Berdasarkan penilaian *Risk Maturity Index* yang dilaksanakan di tahun 2024, yang merujuk pada SK Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN Nomor SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan BUMN, maka diperoleh skor untuk tahun buku 2023 sebesar 2,9 (dua koma sembilan) atau berada pada fase praktik yang baik (*good practice phase*). Hasil skor tersebut menunjukkan bahwa Perusahaan telah menerapkan seluruh dimensi praktik manajemen risiko yang mendekati dan sejalan dengan standar industri. Selain itu, budaya kesadaran risiko telah diterapkan di perusahaan dan diinternalisasi oleh karyawan. Perusahaan pun telah memiliki *soft structure* manajemen risiko yang lengkap dan di-*review* secara berkala, dan telah menerapkan manajemen risiko secara konsisten di seluruh lini perusahaan serta mengambil langkah-langkah signifikan dalam mitigasi risiko utama Perusahaan.

The quality of the risk management system and implementation can be seen from the evaluation process that is carried out periodically. Based on the Risk Maturity Index assessment carried out in 2024, which referred to the Decree of the Deputy for Finance and Risk Management of the Ministry of SOEs Number SK-8/DKU.MBU/12/2023 on Technical Instructions for Risk Maturity Index Assessment in SOEs, the score for the 2023 fiscal year was 2.9 (two point nine) or in the good practice phase. The score for the 2023 fiscal year of 2.9 (two point nine) was in the good practice phase. The score results indicate that the Company has implemented all dimensions of risk management practices that are close to and in line with industry standards. Additionally, a culture of risk awareness has been implemented within the Company and internalized by employees. The Company also has a complete risk management soft structure that is reviewed periodically and has consistently implemented risk management across all Company lines and taken significant steps in mitigating the Company's main risks.

PANDANGAN DEWAN KOMISARIS ATAS PENERAPAN *WHISTLEBLOWING SYSTEM* (WBS) DAN PERAN DEWAN KOMISARIS DALAM WBS

Mengenai penerapan *Wistleblowing System* (WBS) di lingkup korporasi, Dewan Komisaris telah melakukan peninjauan secara berkala untuk memastikan fungsi WBS berjalan

BOARD OF COMMISSIONERS' VIEWS ON THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM (WBS) AND THE ROLE OF THE BOARD OF COMMISSIONERS IN WBS

Regarding the implementation of the Whistleblowing System (WBS) within the corporate scope, the Board of Commissioners has conducted periodic reviews to

Laporan Dewan Komisaris
Board of Commissioners Report

dengan baik. Melalui praktik pengawasan dan pemberian nasihat, Dewan Komisaris juga telah memastikan bahwa implementasi WBS SMBR didukung oleh prosedur dan perangkat aturan yang memadai, serta adanya kanal WBS yang dapat diakses dengan mudah oleh karyawan dan pemangku kepentingan untuk melaporkan dugaan pelanggaran di lingkungan Perusahaan. Terkait perlindungan pelapor, Dewan Komisaris memastikan bahwa Perusahaan memberikan perlindungan penuh terhadap pelapor sekaligus berkomitmen menangani pengaduan secara kredibel sesuai dengan prosedur yang berlaku.

ensure that the WBS function is running well. Through the practice of supervision and providing advice, the Board of Commissioners has also ensured that the implementation of SMBR's WBS is supported by adequate procedures and regulatory instruments, as well as the existence of a WBS channel that can be easily accessed by employees and stakeholders to report alleged violations within the Company. Regarding the protection of whistleblowers, the Board of Commissioners ensures that the Company provides full protection to whistleblowers while being committed to handling complaints credibly in accordance with applicable procedures.

Hingga akhir tahun 2024, *Corporate Secretary* dan Internal Audit sebagai pihak pengelola WBS telah berhasil menjalankan tugas dan fungsinya dengan baik dan efisien. Dewan Komisaris menilai bahwa pengelola WBS telah melakukan berbagai upaya yang diperlukan untuk meningkatkan efektivitas Penerapan WBS di lingkungan Perusahaan, termasuk melalui sosialisasi yang dilakukan kepada pihak internal maupun eksternal Perusahaan. Proses ini memberikan dampak positif, antara lain meningkatnya kesadaran karyawan dan pemangku kepentingan mengenai keberadaan fasilitas WBS Perusahaan, yang tercermin dari adanya laporan yang diterima melalui saluran WBS.

As of the end of 2024, the Corporate Secretary and Internal Audit as the WBS managers have successfully carried out their duties and functions well and efficiently. The Board of Commissioners assesses that the WBS manager has made various efforts needed to improve the effectiveness of the WBS Implementation within the Company, including through dissemination carried out to internal and external parties of the Company. This process has had a positive impact, including increasing employee and stakeholder awareness of the Company's WBS facilities, as reflected in reports received through the WBS channel.

Sebagai langkah untuk terus memperbaiki kualitas penerapan WBS di masa yang akan datang, Dewan Komisaris mendorong Direksi dan tim terkait untuk mengembangkan pengelolaan WBS dengan melibatkan pihak ketiga yang independen. Dengan adanya sistem yang dikelola secara mandiri, Dewan Komisaris percaya bahwa kualitas WBS Perusahaan akan dapat ditingkatkan, sehingga menghasilkan proses yang lebih profesional dan transparan, sesuai dengan standar praktik terbaik yang berlaku.

As a step to continue to improve the quality of WBS implementation in the future, the Board of Commissioners encourages the Board of Directors and related teams to develop WBS management by involving independent third parties. With an independently managed system, the Board of Commissioners believes that the quality of the Company's WBS can be improved, resulting in a more professional and transparent process, in accordance with applicable best practice standards.

EVALUASI KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris secara berkala melaksanakan evaluasi terhadap kinerja Komite Audit dan Komite Manajemen Risiko. Penilaian ini dilakukan dengan mengacu pada berbagai indikator, termasuk tingkat kehadiran dalam rapat

EVALUATION OF PERFORMANCE OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners periodically evaluates the performance of the Audit Committee and Risk Management Committee. This assessment is carried out by referring to various indicators, including the level of attendance at

Laporan Dewan Komisaris
Board of Commissioners Report

komite, kehadiran dalam rapat internal Dewan Komisaris, frekuensi penyampaian kontribusi tertulis, serta akurasi dari rekomendasi yang disampaikan, baik secara tertulis maupun lisan. Selain itu, peran aktif dan inisiatif yang ditunjukkan selama periode penilaian juga menjadi bagian dari penilaian. Penilaian ini juga mencakup evaluasi terhadap realisasi dan penyelesaian program kerja yang telah ditetapkan dalam rencana kerja, yang kemudian dilaporkan kepada Dewan Komisaris melalui laporan komite.

committee meetings, attendance at internal meetings of the Board of Commissioners, the frequency of submission of written contributions, and the accuracy of recommendations submitted, both in writing and verbally. In addition, the active role and initiative shown during the assessment period are also part of the assessment. This assessment also includes an evaluation of the realization and completion of work programs that have been set out in the work plan, which are then reported to the Board of Commissioners through committee reports.

Berdasarkan sejumlah indikator tersebut, Dewan Komisaris menilai bahwa kinerja Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Manajemen Risiko telah menunjukkan hasil yang memuaskan. Dewan Komisaris memandang bahwa setiap komite telah memberikan dukungan yang signifikan dalam memperkuat fungsi pengawasan dan memberikan nasihat yang diperlukan sepanjang tahun 2024. Hal ini tercermin dari peninjauan rutin terhadap data dan informasi, serta melalui kunjungan kerja untuk memantau kondisi terkini secara langsung, yang kemudian dilaporkan kepada Dewan Komisaris. Selain itu, sebagai indikator utama dalam penilaian, setiap komite telah berhasil melaksanakan tugas-tugas yang telah direncanakan dalam rencana kerja tahun 2024 dengan baik.

Based on a number of indicators, the Board of Commissioners assesses that the performance of the Audit Committee, Nomination and Remuneration Committee, and Risk Management Committee has shown satisfactory results. The Board of Commissioners views that each committee has provided significant support in strengthening the supervisory function and providing the necessary advice throughout 2024. This is reflected in the routine review of data and information, as well as through working visits to monitor current conditions directly, which are then reported to the Board of Commissioners. In addition, as the main indicator in the assessment, each committee has successfully carried out the tasks planned in the 2024 work plan well.

Berikut ini merupakan penjelasan lebih lanjut mengenai penilaian kinerja masing-masing komite untuk periode tahun 2024:

Further explanation regarding the performance assessment of each committee for the 2024 period is as follows:

PENILAIAN KINERJA KOMITE AUDIT

Dewan Komisaris memberikan penilaian positif terhadap kinerja Komite Audit yang telah melaksanakan tugas dan tanggung jawabnya dengan baik, sesuai dengan rencana kerja yang telah ditetapkan. Komite Audit telah melaporkan rencana kerja beserta pelaksanaan kegiatannya secara teratur kepada Dewan Komisaris. Sepanjang tahun 2024, Komite Audit berhasil menjalankan tugasnya dengan baik, yang mencakup aspek audit, evaluasi kecukupan proses pengendalian internal, serta penyusunan laporan keuangan.

AUDIT COMMITTEE PERFORMANCE ASSESSMENT

The Board of Commissioners gave a positive assessment of the performance of the Audit Committee which has carried out its duties and responsibilities effectively, in accordance with the established work plan. The Audit Committee has reported its work plan and implementation of its activities regularly to the Board of Commissioners. Throughout 2024, the Audit Committee has successfully carried out its duties well, which include audit aspects, evaluation of the adequacy of the internal control process, and preparation of financial reports.

Komite Audit telah melaksanakan pertemuan rapat setiap bulan, yang mencakup diskusi dengan Dewan

The Audit Committee has held monthly meetings, which include discussions with the Board of Commissioners,

Laporan Dewan Komisaris
Board of Commissioners Report

Komisaris, pertemuan dengan BOD-1, serta koordinasi dengan Departemen Audit Internal. Total pertemuan yang diadakan mencapai 20 (dua puluh) kali sepanjang tahun 2024, jumlah tersebut telah sesuai dengan ketentuan yang tercantum dalam Piagam Komite Audit. Melalui serangkaian pertemuan tersebut, Komite Audit berhasil merumuskan dan menyampaikan rekomendasi-rekomendasi yang diperlukan untuk mendukung fungsi pengawasan yang dijalankan oleh Dewan Komisaris.

meetings with BOD-1, and coordination with the Internal Audit Department. The total number of meetings held reached 20 (twenty) meetings throughout 2024, this number is in accordance with the provisions stated in the Audit Committee Charter. Through a series of meetings, the Audit Committee has succeeded in formulating and submitting the recommendations needed to support the supervisory function carried out by the Board of Commissioners.

PENILAIAN KINERJA KOMITE MANAJEMEN RISIKO

Dewan Komisaris memberikan penilaian positif terhadap kinerja Komite Manajemen Risiko yang telah melaksanakan tugas dan tanggung jawabnya dengan baik, sesuai dengan rencana kerja yang telah ditetapkan. Komite Manajemen Risiko telah melaporkan rencana kerja beserta pelaksanaan kegiatannya secara teratur kepada Dewan Komisaris. Sepanjang tahun 2024, Komite Manajemen Risiko menunjukkan kinerja yang baik dalam melaksanakan tugasnya, yang tercermin melalui pelaksanaan kegiatan di bidang manajemen risiko, termasuk pengkajian kebijakan manajemen risiko, pemantauan risiko utama Perusahaan, serta pengawasan manajemen risiko dalam penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP).

Sepanjang tahun 2024, Komite Manajemen Risiko telah melaksanakan rapat rutin sebanyak 16 (enam belas) kali, sesuai dengan ketentuan yang tercantum dalam Piagam Komite Manajemen Risiko. Dalam rangkaian rapat tersebut, Komite Manajemen Risiko berhasil merumuskan dan menyampaikan berbagai rekomendasi yang diperlukan untuk mendukung fungsi pengawasan yang dijalankan oleh Dewan Komisaris.

RISK MANAGEMENT COMMITTEE PERFORMANCE ASSESSMENT

The Board of Commissioners gave a positive assessment of the performance of the Risk Management Committee which has carried out its duties and responsibilities well, in accordance with the established work plan. The Risk Management Committee has reported its work plan and implementation of its activities regularly to the Board of Commissioners. Throughout 2024, the Risk Management Committee demonstrated good performance in carrying out its duties, as reflected in the implementation of activities in the field of risk management, including reviewing risk management policies, monitoring the Company's main risks, and supervising risk management in the preparation of the Company's Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP).

Throughout 2024, the Risk Management Committee held 16 (sixteen) routine meetings in accordance with the provisions contained in the Risk Management Committee Charter. In the series of meetings, the Risk Management Committee succeeded in formulating and submitting various recommendations needed to support the supervisory function. .

PENILAIAN KINERJA KOMITE NOMINASI DAN REMUNERASI

Dewan Komisaris memberikan penilaian positif terhadap kinerja Komite Nominasi dan Remunerasi yang telah melaksanakan tugas serta tanggung jawabnya dengan baik, sesuai dengan rencana kerja yang telah ditetapkan. Komite Nominasi dan Remunerasi telah melaporkan rencana kerja

NOMINATION AND REMUNERATION COMMITTEE PERFORMANCE ASSESSMENT

The Board of Commissioners gave a positive assessment of the performance of the Nomination and Remuneration Committee which has carried out its duties and responsibilities well in accordance with the established work plan. The Nomination and Remuneration Committee has reported its

Laporan Dewan Komisaris
Board of Commissioners Report

beserta pelaksanaan kegiatannya secara teratur kepada Dewan Komisaris. Sepanjang tahun 2024, Komite Nominasi dan Remunerasi berhasil melaksanakan tugasnya dengan baik, mencakup pemantauan dan evaluasi, serta memberikan rekomendasi terkait struktur remunerasi dan sistem penilaian kinerja di Perusahaan.

work plan and implementation of its activities regularly to the Board of Commissioners. Throughout 2024, the Nomination and Remuneration Committee has successfully carried out its duties well, including monitoring and evaluation, as well as providing recommendations regarding the remuneration structure and performance assessment system in the Company.

Sepanjang tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan serangkaian rapat yang mencapai total 2 (dua) kali, jumlah tersebut sesuai dengan ketentuan yang tercantum dalam Piagam Komite Nominasi dan Remunerasi. Dalam rangkaian rapat tersebut, Komite Nominasi dan Remunerasi berhasil merumuskan dan menyampaikan berbagai rekomendasi yang diperlukan untuk mendukung pelaksanaan fungsi pengawasan oleh Dewan Komisaris.

Throughout 2024, the Nomination and Remuneration Committee held 2 (two) meetings, the number is in accordance with the provisions stated in the Nomination and Remuneration Committee Charter. In the series of meetings, the Nomination and Remuneration Committee has successfully formulated and submitted various recommendations needed to support the implementation of the supervisory function by the Board of Commissioners.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Selama periode 2024, komposisi anggota Dewan Komisaris Perusahaan tidak mengalami perubahan, sehingga susunan anggota Dewan Komisaris Perusahaan per 31 Desember 2024 adalah sebagai berikut:

CHANGES IN THE BOARD OF COMMISSIONERS COMPOSITION

There were no changes in the composition of the members of the Company's Board of Commissioners in 2024. The composition of the members of the Company's Board of Commissioners as of December 31, 2024 is as follows:

Komposisi Dewan Komisaris Per 31 Desember 2024

Composition of the Board of Commissioners as of December 31, 2024

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Alex Iskandar Munaf	Komisaris Utama/ Independen / President Commissioner/ Independent Commissioner	Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / Resolution of the EGMS dated November 8, 2023 stated in Notarial Deed of Aulia Taufani S.H., No. 21 dated November 8, 2023.	08 November 2023 - RUPS 2028/Periode Ke-1(Satu) / November 08, 2023 - 2028 GMS/1st Period
Chowadja Sanova	Komisaris Independen / Independent Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 24 tanggal 27 Mei 2021. / Resolution of the Annual GMS dated May 27, 2021 stated in Notarial Deed of Fathiah Helmi, No. 24 dated May 27, 2021.	27 Mei 2021 - RUPS 2026/ Periode Ke-1(Satu) / May 27, 2021 - 2026 GMS/1st Period
Hadi Daryanto	Komisaris / Commissioner	Keputusan RUPSLB tanggal 24 Januari 2023 yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 45 tanggal 01 Februari 2023. / Resolution of the EGMS dated January 24, 2023 stated in Notarial Deed of Fathiah Helmi, No. 45 dated February 01, 2023.	24 Januari 2023 - RUPS 2028/ Periode Ke-1(Satu) / January 24, 2023 - 2028 GMS/1st Period
Inosentius Samsul	Komisaris / Commissioner	Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / Resolution of the EGMS dated November 8, 2023 stated in Notarial Deed of Aulia Taufani S.H., No. 21 dated November 8, 2023.	08 November 2023 - RUPS 2028/Periode Ke-1(Satu) / November 08, 2023 - 2028 GMS/1st Period

Laporan Dewan Komisaris
Board of Commissioners Report

PENUTUP

Sebagai penutup, Dewan Komisaris menyampaikan terima kasih yang mendalam kepada para pemegang saham dan pemangku kepentingan, yang telah memberikan kepercayaan dan dukungan sehingga Perusahaan dapat mencapai kinerja yang positif. Dewan Komisaris juga memberikan penghargaan kepada Direksi dan seluruh jajaran manajemen atas kerja sama dan sinergi yang telah terbangun, yang menjadi faktor kunci dalam pencapaian kinerja Perusahaan hingga tahun 2024. Selain itu, Dewan Komisaris tidak lupa untuk menyampaikan terima kasih dan apresiasi kepada seluruh karyawan Semen Baturaja, atas dedikasi dan loyalitas yang telah ditunjukkan, sehingga Perusahaan dapat terus berkontribusi secara positif di tengah upaya penciptaan nilai yang dilakukan seiring dengan proses integrasi Perusahaan ke dalam SIG.

Melihat kinerja yang positif pada tahun 2024, Dewan Komisaris memiliki keyakinan bahwa dedikasi, kolaborasi, dan komitmen yang telah terbangun dapat mempertahankan dan meningkatkan pertumbuhan kinerja Perusahaan di masa mendatang. Dewan Komisaris percaya bahwa Semen Baturaja akan terus melanjutkan pengembangan usahanya untuk mewujudkan visi menjadi *Green Cement Based Building Material Company* terdepan di Indonesia.

CLOSING

To conclude, the Board of Commissioners would like to express its deepest gratitude to the shareholders and stakeholders, who have given their trust and support so that the Company can achieve positive performance. The Board of Commissioners also gives appreciation to the Board of Directors and all levels of management for the cooperation and synergy that have been built, which are key factors in achieving the Company's performance up until 2024. The Board of Commissioners would also like to express gratitude and appreciation to all employees of Semen Baturaja, for the dedication and loyalty that have been shown, so that the Company can continue to contribute positively in the midst of value-creation efforts carried out along with the Company's integration process into SIG.

Seeing the positive performance in 2024, the Board of Commissioners is confident that the dedication, collaboration, and commitment that have been built can maintain and increase the Company's performance growth in the future. The Board of Commissioners believes that Semen Baturaja will continue to develop its business to realize its vision of becoming a leading Green Cement-Based Building Material Company in Indonesia.

Jakarta, 30 April 2025
Jakarta, April 30, 2025
PT Semen Baturaja Tbk



ALEX ISKANDAR MUNAF
Komisaris Utama/ Independen
President/ Independent Commissioner

Laporan Direksi
Board of Directors Report

Direksi berupaya memastikan bahwa seluruh karyawan memahami tujuan, strategi, dan program kerja Perusahaan yang telah ditetapkan untuk tahun tersebut melalui sejumlah pertemuan rapat dan sosialisasi yang dilakukan secara rutin sepanjang tahun.

The Board of Directors strived to ensure that all employees could understand the Company's targets, strategies, and work programs that have been set for the year through various work meetings and outreach held periodically throughout the year.

PARA PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Izinkan kami menyampaikan Puji dan Syukur kepada Tuhan Yang Maha Esa, melalui anugerah dan karunia-Nya, PT Semen Baturaja Tbk berhasil mempertahankan kinerja positif di tengah tantangan pasar yang kompetitif di tahun 2024. Keberhasilan ini tidak terlepas dari peran Direksi yang didukung oleh jajaran manajemen hingga tingkat karyawan Perusahaan yang senantiasa menjalankan tugas dan fungsinya dengan baik, sesuai dengan prinsip *Good Corporate Governance* (GCG) dan peraturan perundang-undangan yang berlaku.

Dalam merespons kondisi bisnis yang dipenuhi ketidakpastian, Direksi telah mengambil sejumlah langkah strategis dengan menerapkan berbagai kebijakan yang sejalan dengan target kinerja yang telah ditetapkan, baik untuk jangka pendek maupun jangka panjang. Direksi juga telah menyusun berbagai program strategis seperti meningkatkan kualitas sumber daya manusia dan

HONORABLE SHAREHOLDERS AND STAKEHOLDERS,

Allow us to express our praise and gratitude to the Almighty God, because by His grace and blessings, PT Semen Baturaja Tbk managed to maintain a positive performance amidst competitive market challenges in 2024. Such success cannot be separated from the role of the Board of Directors, with the support of management and all employees of the Company, who always carry out their duties and functions well, in line with Good Corporate Governance (GCG) principles and applicable laws and regulations.

In responding to uncertain business conditions, the Board of Directors has taken several strategic steps by implementing a range of strategic policies in accordance with the performance targets set, both for the short and long term. The Board of Directors has also arranged various strategic programs such as improving the quality of human capital and operational productivity, both of which are aimed at fortifying



SUHERMAN YAHYA
Direktur Utama
President Director

produktivitas operasional, keduanya bertujuan untuk memperkuat daya saing dan menciptakan keunggulan kompetitif yang berkontribusi terhadap kinerja positif Perusahaan.

Melalui kesempatan ini, Direksi akan menyampaikan laporan mengenai pelaksanaan tugas pengelolaan SMBR untuk tahun buku 2024. Laporan ini mencakup berbagai aspek, termasuk strategi dan kebijakan strategis, kinerja Perusahaan, penerapan *Good Corporate Governance* (GCG), serta prospek usaha Perusahaan di tahun yang akan datang. Berikut adalah pembahasan mengenai masing-masing aspek tersebut.

TINJAUAN EKSTERNAL PERUSAHAAN

Perlambatan ekonomi global dipengaruhi oleh ketidakstabilan politik yang terjadi di sejumlah negara di Asia dan Eropa. Kondisi tersebut telah mengguncang pasar internasional serta menambah kompleksitas terkait kebijakan fiskal

competitiveness and creating competitive advantages contributing to the Company's positive performance.

On this occasion, the Board of Directors would like to submit a report on the implementation of SMBR management duties for the 2024 fiscal year. This report consists of different aspects, including strategies and strategic policies, Company performance, Good Corporate Government (GCG) implementation, as well as the Company's business prospects for the coming year. Discussion of each of these matters is as follows.

COMPANY EXTERNAL OVERVIEW

Political instability which occurred in a number of Asian and European countries influenced the global economic slowdown, shocking international markets and adding complexity to fiscal and structural policies. Additionally,

Laporan Direksi
Board of Directors Report

dan struktural. Di samping itu, ketegangan geopolitik yang berlangsung di kawasan Timur Tengah dan konflik Rusia-Ukraina juga berkontribusi pada tingginya ketegangan dalam perdagangan global. Atas faktor-faktor tersebut, Internasional Monetary Fund (IMF) mencatat pertumbuhan ekonomi global pada tahun 2024 hanya mencapai 3,2%, mengalami perlambatan jika dibandingkan dengan tahun sebelumnya yang tumbuh sebesar 3,1%. Persentase tersebut diukur melalui proyeksi pertumbuhan ekonomi di sejumlah negara maju yang hanya dapat tumbuh 1,8% dan kondisi pasar negara berkembang yang tumbuh 4,2%.

ongoing geopolitical tensions in the Middle East region as well as the Russia-Ukraine conflict contributed to high tensions in global trade. Due to these factors, the International Monetary Fund (IMF) recorded that global economic growth in 2024 only reached 3.2%, which slowed down compared to the realized growth in the previous year of 3.1%. This percentage was measured through economic growth projections in numerous developed countries which could only grow by 1.8% and the market conditions of developing countries which rose by 4.2%.

Sementara itu, Badan Kebijakan Fiskal Kementerian Keuangan Republik Indonesia melaporkan bahwa pertumbuhan ekonomi domestik pada tahun 2024 menunjukkan angka yang solid dan konsisten, yaitu sebesar 5,03%. Pertumbuhan ini terjadi di seluruh wilayah Indonesia, tertinggi di wilayah Maluku-Papua. Di sisi lain, tingkat inflasi tercatat pada angka 1,57%, yang tetap berada dalam batas sasaran sebesar 2,5%. Badan Pusat Statistik (BPS) juga menginformasikan bahwa Produk Domestik Bruto (PDB) Indonesia mencapai Rp22,14 triliun, dengan PDB per kapita sebesar Rp78,6 juta atau setara dengan USD4,96 pada tahun yang sama. Dari segi produksi, sektor yang memberikan kontribusi terbesar adalah Lapangan Usaha Jasa lainnya meliputi industri pengolahan, perdagangan, pertanian, konstruksi, dan pertambangan, dengan kontribusi mencapai 9,80%. Di sisi pengeluaran, kontribusi tertinggi berasal dari Pengeluaran Konsumsi Lembaga *Non profit* yang Melayani Rumah Tangga (PK-LNPRT), yang mencapai 12,48%.

Meanwhile, the Fiscal Policy Agency of the Ministry of Finance of the Republic of Indonesia reported solid and consistent growth in the 2024 domestic economy at 5.03%. This growth occurred throughout Indonesia, with the highest being in the Maluku-Papua region. Conversely, the inflation rate was recorded at 1.57%, remaining within the target limit of 2.5%. Statistics Indonesia (BPS) also stated that Indonesia's Gross Domestic Product (GDP) was at Rp22.14 trillion, with a GDP per capita of Rp78.6 million or equivalent to USD4.96 in the same year. In terms of production, the sector that made the largest contribution was the Other Service Business Field including manufacturing, trade, agriculture, construction, and mining, with a contribution of 9.80%. On the expenditure side, the highest contribution came from the Consumption Expenditures for Non-Profit Institutions Serving Households (PK-LNPRT), reaching 12.48%.

Meskipun terdapat tren positif dalam pertumbuhan ekonomi domestik, Kondisi industri semen nasional masih mengalami oversupply. Berdasarkan data Asosiasi Semen Indonesia (ASI) Tahun 2024, *demand* Nasional terkoreksi 0,9% terhadap tahun lalu. Sementara untuk wilayah Sumatera bagian selatan sebagai pasar utama perusahaan ikut terkoreksi sebesar 3,6% terhadap tahun lalu. Penurunan demand terjadi di wilayah Sumatera selatan sebesar 1,74%, Bangka Belitung 15,45% dan Lampung 5,25%. Sementara terjadi peningkatan di wilayah Jambi 0,29% dan Bengkulu 9,00%.

The national cement industry is still experiencing oversupply regardless of the positive trend in domestic economic growth. According to data from the Indonesian Cement Association (ASI) in 2024, national demand was corrected by 0.9% compared to last year, while the southern Sumatera region as the Company's main market was also corrected by 3.6% compared to last year. The declining demand occurred in the southern Sumatera region by 1.74%, Bangka Belitung by 15.45% and Lampung by 5.25%. Furthermore, there was an increase in the Jambi region by 0.29% and Bengkulu by 9.00%.

Laporan Direksi
Board of Directors Report

STRATEGI DAN KEBIJAKAN STRATEGIS PERUSAHAAN

Di tengah ketidakpastian bisnis yang terjadi sepanjang tahun 2024, Perusahaan berupaya secara konsisten menjaga kelangsungan bisnis usaha tetap tumbuh dan kuat. Oleh karena itu, Direksi memandang strategi dan kebijakan strategis berperan penting untuk menumbuhkan adaptasi bisnis yang optimal dalam merespons setiap tantangan dan hambatan yang dihadapi. Direksi telah menyusun dan mengimplementasikan sejumlah langkah strategis guna menyesuaikan dengan perkembangan bisnis yang dinamis,

Selain itu, mengacu kepada upaya peningkatan profitabilitas yang baik bagi SMBR maupun bagi induk, Direksi memastikan peningkatan nilai dari setiap tahapan proses bisnis di Perusahaan dapat direalisasikan. Sebagai *Operating Company* (Opco), Perusahaan mengimplementasikan *best practice operational* dalam setiap lini produksi dan melakukan efisiensi biaya. Dalam rangka meningkatkan kinerja Perusahaan, sejumlah strategi yang dilakukan oleh Direksi adalah sebagai berikut:

1. Perusahaan melakukan beberapa upaya efisiensi di berbagai bidang dalam program SMBRG045
   a) Optimalisasi *supply chain* dan *sourcing excellence*.
   b) Memaksimalkan pemanfaatan *alternative fuel and material*.
   c) Melakukan pengendalian dan penurunan faktor terak.
   d) Menjalankan program *plant automation* berbasis industri 4.0 dengan menerapkan *Intelligence Process Control System* untuk mendorong perbaikan di sisi operasi.
   e) Penurunan beban bunga dengan melakukan pembayaran dipercepat terhadap hutang bank jangka panjang dan pencapaian target keberlanjutan *Sustainability Linked Loan* (SLL).
2. Meningkatkan pendapatan melalui penjualan produk lainnya, seperti *limestone* dan *white clay*.
3. Perusahaan secara konsisten berupaya menciptakan SDM yang unggul dan profesional dengan mengembangkan sistem manajemen talenta yang sejalan dengan strategi induk.
4. *Continous Improvement* dalam penerapan GCG.

COMPANY STRATEGY AND STRATEGIC POLICY

In the middle of business uncertainties taking place throughout 2024, the Company consistently strived to preserve business continuity to keep growing and robust. Therefore, the Board of Directors considered strategies and strategic policies crucial in encouraging the growth of optimal business adaptation and responding to every challenge and hindrance it faced. The Board of Directors has compiled and implemented a series of strategic steps to adjust to dynamic business development such as ...

Furthermore, referring to the efforts of increasing profitability for both SMBR and the parent company, the Board of Directors ensures that increased value from each stage of the business process in the Company may be realized. As an Operating Company (Opco), the Company implements operational best practices in each production line and carries out cost efficiency. Several strategies which the Board of Directors implements to improve the Company's performance are as follows:

1. The Company has made several efficiency efforts in various fields in the SMBRG045 program
   a) Optimizing the supply chain and sourcing excellence.
   b) Maximizing the use of alternative fuels and materials.
   c) Controlling and reducing clinker factors.
   d) Carrying out an Industry 4.0 based plant automation program by implementing an Intelligence Process Control System to encourage improvements on the operations side.
   e) Reducing interest expenses by making accelerated payments on long-term bank debt and achieving the sustainability target of the Sustainability Linked Loan (SLL).
2. Increasing revenue through sales of other products such as limestone and white clay.
3. The Company consistently strives to create superior and professional human capital by developing a talent management system in accordance with the parent strategy.
4. Continuous Improvement in the GCG implementation.

Laporan Direksi
Board of Directors Report

PERAN DIREKSI DALAM PENYUSUNAN KEBIJAKAN STRATEGIS

Mengenai peran Direksi dalam penyusunan kebijakan strategis, jajaran Direksi secara berkala menetapkan arah pengembangan bisnis Perusahaan dengan memperhatikan seluruh peraturan perundang-undangan yang berlaku, termasuk Anggaran Dasar Perusahaan yang telah disesuaikan dengan kebijakan holding. Selain itu, Direksi juga merumuskan strategi dan kebijakan strategis dengan mempertimbangkan potensi risiko yang mungkin muncul. Dalam hal ini, Direksi mempertimbangkan berbagai faktor, termasuk kondisi ekonomi dan industri semen, perkembangan kinerja Perusahaan, isu-isu terkini yang dapat mempengaruhi keberlangsungan usaha, arahan dari induk perusahaan, rekomendasi dari Dewan Komisaris, serta aspek-aspek lain yang dianggap relevan dan signifikan.

Direksi merumuskan kebijakan serta menentukan strategi yang akan diimplementasikan untuk mencapai tujuan dan arah pengembangan yang ditargetkan, baik dalam jangka pendek maupun jangka panjang. Direksi bertanggung jawab untuk memimpin dan mengawasi pelaksanaan strategi yang telah ditetapkan. Tanggung jawab Direksi mencakup seluruh proses pengambilan keputusan, baik melalui musyawarah untuk mencapai mufakat maupun dengan pengambilan suara mayoritas yang sesuai ketentuan di dalam Anggaran Dasar Perusahaan.

THE ROLE OF THE BOARD OF DIRECTORS IN PREPARING STRATEGIC POLICIES

On the subject of the role of the Board of Directors in formulating strategic policies, the Board of Directors determined the direction of the Company's business development periodically by taking into account all applicable laws and regulations, including the Company's Articles of Association which have been adjusted to the holding policy. In addition, the Board of Directors formulated the Company's strategy and strategic policies by considering potential risks that may arise. In this case, many factors were taken into consideration by the Board of Directors, including economic conditions and the cement industry, developments in the Company's performance, current issues that may impact the Company's business sustainability, directions from the parent company, recommendations from the Board of Commissioners, as well as other matters deemed relevant and significant.

The Board of Directors formulated policies and determined strategies that would be implemented to achieve the expected short and long-term targets. The Board of Directors led and supervised the implementation of established strategies. Matters The Board of Directors' responsibility included the entire decision-making process, either by deliberation to reach a consensus or by majority voting in accordance with the provisions in the Company's Articles of Association.

PROSES YANG DILAKUKAN DIREKSI DALAM MEMASTIKAN IMPLEMENTASI STRATEGI

Direksi menyetujui strategi Perusahaan dalam penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP), dengan merinci setiap strategi ke dalam program kerja beserta anggarannya. Direksi berupaya memastikan bahwa seluruh karyawan memahami tujuan, strategi, dan program kerja Perusahaan yang telah ditetapkan untuk tahun tersebut melalui sejumlah pertemuan rapat dan sosialisasi yang dilakukan secara rutin sepanjang tahun. Pemantauan terhadap pelaksanaan strategi Perusahaan dilakukan oleh Direksi melalui rapat koordinasi bulanan, yang juga berfungsi

PROCESSES CARRIED OUT BY THE BOARD OF DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

The Board of Directors approved the Company's strategy in the preparation of the Company's Work Plan and Budget (RKAP) by describing each strategy in the form of a work program and budget. The Board of Directors strived to ensure that all employees could understand the Company's targets, strategies, and work programs that have been set for the year through various work meetings and outreach held periodically throughout the year. The Board of Directors monitored the Company's strategy implementation through monthly coordination meetings, which also served as a mechanism

Laporan Direksi
Board of Directors Report

sebagai sarana untuk membahas perkembangan kinerja Perusahaan. Selain itu, Direksi melakukan penilaian terhadap efektivitas pelaksanaan strategi Perusahaan sebagai bagian dari evaluasi kinerja di masing-masing Direktorat.

for the Board of Directors to discuss developments in the Company's performance. In addition, the Board of Directors assessed the effectiveness of the implementation of the Company's strategy as part of the evaluation of the performance of the ranks in each Directorate.

ANALISIS TERHADAP PENCAPAIAN KINERJA

Direksi melakukan analisis terhadap pencapaian kinerja melalui mekanisme penilaian yang telah disesuaikan dengan ketentuan yang diberikan oleh holding. Penilaian ini ditentukan oleh pencapaian Kinerja Perusahaan di tahun 2024. Uraian mengenai pencapaian masing-masing indikator KPI korporat untuk tahun 2024 adalah sebagai berikut:

ANALYSIS OF COMPANY PERFORMANCE ACHIEVEMENTS

The Board of Directors analyzed the performance achievements through an assessment mechanism that has been adjusted to the provisions provided by the holding company. This assessment is determined by the Company's Performance achievements in 2024. The achievement of each corporate KPI indicator for 2024 is described as follows:

No.	*Key Performance Indicator* (KPI)	Satuan / *Unit*	Polaritas / *Polarity*	Target	Bobot / *Weight* (%)	Realisasi / *Realization*	Pencapaian / *Achievement*	
							%	Skor / *Score*
A	**Nilai Ekonomi dan Sosial untuk Indonesia / *Economic and Social Value for Indonesia***				**70,00**			**73,34**
	Keuangan / *Financial*							
1.	*Opex Restrictions*	IDR Bio	Min	109,37	15,00	88,11	110,00%	16,50
2.	*Variable Cost COGS Restriction*	IDR/Ton	Min	454.006,00	7,50	450.060,00	100,88%	7,57
	Operasional / *Operational*							
3.	*Specific Electrical Energy Consumption (SEEC) up to Cement*	Kwh/ton	Min	82,23	6,00	78,25	105,09%	6,31
4.	*Specific Thermal Energy Consumption (STEC)*	Kcal/Kg	Min	800,00	6,00	765,92	104,45%	6,27
5.	*Clinker Faktor untuk PCC Reguler (the most economical MIC)*	%	Min	59,20	6,00	59,19	100,02%	6,00
6.	Production Volume Sesuai Permintaan Penjualan / Production Volume According to Sales Demand	%	Max	100,00	6,00	100,02	100,02%	6,00
7.	*Thermal Subtitution Rate* (TSR)	%	Max	2,67	6,00	3,18	110,00%	6,60
	Sosial / *Social*							
8.	*Stakeholder Management*	%	Max	100,00	5,00	100,00	100,00%	5,00
9.	Implementasi TJSL / Implementation of TJSL	%	Max	80,00	5,00	86,00	107,50%	5,38
10.	PROPER	%	Max	100,00	5,00	100,00	100,00%	5,00
11.	*Safety Performance*	%	Max	90,00	2,50	98,22	109,14%	2,73
B	**Inovasi Model Bisnis / *Business Model Innovation***				**10,00**			**9,92**
1.	*Sinergy Value Integrasi SIG-SMBR*	IDR Bio	Max	241,00	10,00	239,00	99,17%	9,92



3 1 2

1. **SUHERMAN YAHYA**
   Direktur Utama
   President Director

2. **MUHAMMAD SYAFITRI**
   Direktur Operasi
   Director of Operations

3. **RAHMAT HIDAYAT**
   Direktur (Fungsi Keuangan dan SDM)
   Director (Finance and HC Function)

Laporan Direksi
Board of Directors Report

No.	*Key Performance Indicator* (KPI)	Satuan / *Unit*	Polaritas / *Polarity*	Target	Bobot / *Weight* (%)	Realisasi / *Realization*	Pencapaian / *Achievement*	
							%	Skor / *Score*
C	**Kepemimpinan Teknologi / *Technology Leadership***				**5,00**			**5,38**
1.	Plant Automation Proses Produksi Berbasis Industri 4.0 / Industry 4.0-Based Production Process Plant Automation	%	Max	90,00	5,00	96,75	107,50%	5,38
D	**Peningkatan Investasi / *Investment Energize***				**5,00**			**2,88**
1.	Pendayagunaan/Optimalisasi Aset *Non Core* SIG / Utilization/Optimization of Non-Core SIG Assets	IDR Bio	Max	0,52	5,00	0,30	57,57%	2,88
E	**Pengembangan Talenta / *Talent Development***				**10,00**			**10,90**
1.	Penyelesaian *Roadmap* Penyehatan Dana Pensiun Manfaat Pasti / Completion of the Roadmap for Rehabilitation of Defined Benefit Pension Funds	%	Max	100,00	5,00	119,80	100,00%	5,50
2.	Produktivitas Karyawan / Employee Productivity	Ton/Jumlah Karyawan / Tons/Total Employees	Max	4.860,00	2,50	5.157,00	106,11%	2,65
3.	*Culture Readiness*	%	Max	100,00	2,50	150,90	110,00%	2,75
	Total Bobot / *Total Weight*				**100,00**			**102,42**

Pencapaian KPI Kinerja Perusahaan pada tahun 2024 mencapai sebesar 102,42 terhadap target yang ditetapkan. Skor yang dicapai ini mengalami peningkatan dari tahun sebelumnya yang tercatat sebesar 97,11 dari skala 100. Pencapaian ini diperoleh melalui sejumlah indikator penilaian yang juga telah memenuhi target masing-masing.

The achievement of the Company's KPIs in 2024 reached 102.42 of the set target. The attained score increased from 97.11 on a scale of 100 the previous year. This realization was obtained through several assessment indicators, which also met their respective targets.

Laporan Direksi
Board of Directors Report

TANTANGAN SERTA SOLUSI YANG DITERAPKAN

Direksi memahami setiap aktivitas usaha tidak terlepas dari hambatan dan tantangan yang terjadi dalam kelangsungan bisnisnya. Sepanjang tahun 2024, Direksi telah mengidentifikasi sejumlah faktor utama yang mempengaruhi kelangsungan usaha, baik internal maupun eksternal.

Faktor eksternal yang berpengaruh terhadap kelangsungan usaha Perusahaan, meliputi:

1. *Oversupply* Berkelanjutan
   SMBR berupaya melakukan efisiensi di seluruh lini dan meningkatkan pendapatan melalui penjualan produk lainnya.
2. Regulasi, salah satu contohnya namun tidak terbatas pada :
   a. Penetapan pajak karbon untuk mengendalikan emisi karbon.
   b. SMBR berupaya mengimplementasikan program dekarbonisasi melalui penurunan faktor klinker, mengoptimalkan alternatif bahan baku dan bahan bakar.
   c. Pemberlakuan Kebijakan *Zero Over Dimension Over Loading* (ODOL), SMBR melakukan koordinasi ke ekspeditur untuk menyiapkan kendaraan sesuai dengan spesifikasi ODOL.
   d. Pembatasan jalur melintas angkutan pada waktu tertentu seperti hari raya Idul Fitri dan Nataru.

Adapun faktor internal yang teridentifikasi berpengaruh terhadap kelangsungan bisnis Perusahaan, adalah sebagai berikut:

1. Pengamanan cadangan batu kapur jangka panjang. Saat ini SMBR sedang mempersiapkan Tambang 3 yang diagendakan selesai pada tahun 2025.
2. Kinerja SMBR pada tahun 2024 menunjukkan pertumbuhan yang baik berbanding tahun 2023.

CHALLENGES AND SOLUTIONS IMPLEMENTED BY THE COMPANY

The Board of Directors realizes that every business activity is inseparable from obstacles and challenges that occur in its business continuity. Throughout 2024, the Board of Directors identified a number of key factors affecting business continuity, both internal and external.

External conditions that affect the Company's business continuity include:

1. Continuous Oversupply
   SMBR strives to make efficiency across all lines and increase revenue through sales of other products.
2. Regulations, one example of which is but not limited to:
   a. Determination of carbon tax to control carbon emissions.
   b. SMBR strives to implement a decarbonization program by reducing clinker factors and optimizing alternative raw materials and fuels.
   c. Implementation of the Zero Over Dimension Over Loading (ODOL) Policy, SMBR coordinates with expeditions to prepare vehicles according to ODOL specifications.
   d. Restrictions on transportation routes at certain times such as Eid al-Fitr and Christmas and New Year holidays.

Internal conditions also affect the Company's business continuity, including:

1. Long-term limestone reserve security. SMBR is currently preparing Mine 3 which is scheduled to be completed in 2025.
2. SMBR's performance in 2024 shows good growth compared to 2023.

Laporan Direksi
Board of Directors Report

ANALISIS PROSPEK USAHA PERUSAHAAN

Berdasarkan data IMF, pertumbuhan global diperkirakan akan cenderung tetap stabil, meski melambat dari 3,3% pada tahun 2024 menjadi 3% pada tahun 2025. Pertumbuhan ekonomi global ini diperkirakan akan tetap tangguh, meskipun prospeknya bervariasi di berbagai wilayah. Inflasi global masih cukup tinggi walaupun diperkirakan sedikit melandai di tahun 2025 sebesar 2,5%.

Di sisi lain, pertumbuhan ekonomi nasional pada tahun 2025 diperkirakan sebesar 5,2% ditopang dengan permintaan domestik yang tetap kuat dan kebijakan fiskal yang akomodatif dalam menjaga stabilitas ekonomi. Sementara itu, inflasi di tahun 2025 diperkirakan masih tetap terjaga ditopang komitmen pemerintah melalui berbagai kebijakan strategis dan terkoordinasi baik ditingkat nasional maupun daerah.

Pada sektor industri bidang usaha Perusahaan, Asosiasi Semen Indonesia mencatat tingkat penjualan semen dalam negeri pada tahun 2025 diproyeksikan akan tumbuh sekitar 1%-2%, dengan penjualan ekspor yang diperkirakan masih sama seperti capaian tahun-tahun sebelumnya. Secara keseluruhan, total penjualan semen Indonesia pada tahun mendatang mencapai sekitar 77 juta ton, dengan tingkat utilisasi mencapai 65%. Dari total tersebut, sekitar 70% adalah penjualan semen kantong, sementara 30% sisanya semen curah.

Proyeksi positif tersebut juga didukung oleh program pembangunan tiga juta rumah yang dicanangkan pemerintah baru, yang mana diperkirakan konsumsi semen akan mengalami peningkatan sebesar 15 juta ton setiap tahunnya. Kondisi ini tentunya menjadi peluang bisnis yang menjanjikan bagi Perusahaan yang beroperasi di sektor industri semen.

Untuk memastikan keberhasilan Perusahaan terhadap sejumlah peluang yang menjanjikan pada tahun mendatang, Direksi telah menyusun inisiatif strategis yang diyakini dapat mendorong pertumbuhan kinerja di tahun 2025. Salah satunya melalui pengembangan produk turunan semen berupa *precise interlock brick* yang memberikan banyak keuntungan dalam

ANALYSIS OF COMPANY BUSINESS PROSPECTS

Global growth is projected to remain stable based on IMF data, although it slows down from 3.3% in 2024 to 3% in 2025. This global economic growth is expected to remain resilient regardless of varying prospects across regions. Global inflation is still quite high, although it is expected to slightly by decline 2.5% in 2025.

Conversely, national economic growth in 2025 is estimated at 5.2% supported by strong domestic demand and accommodative fiscal policies in maintaining economic stability. Meanwhile, inflation in 2025 is expected to remain stable supported by the government's commitment through various strategic and coordinated policies both at the national and regional levels.

In the industrial sector of the Company's business field, the Indonesian Cement Association records domestic cement sales levels in 2025 which are estimated to increase in the range of 1%-2%, with export sales estimated to remain the same as those achieved in previous years. Overall, Indonesia's total cement sales in the coming year will reach around 77 million tons, with a utilization rate of 65%. Of that total, around 70% is bagged cement sales, while the remaining 30% is bulk cement.

The three million housing development program initiated by the new government also supports the positive projection, which is estimated that cement consumption will increase by 15 million tons each year. This condition is certainly a promising business opportunity for companies operating in the cement industry sector.

The Board of Directors has prepared strategic initiatives to ensure the Company's success in several promising opportunities in the coming year, which is believed to be able to drive performance growth in 2025. One of them is through the cement derivative product development in the form of precise interlock bricks which provide various advantages

Laporan Direksi
Board of Directors Report

pembangunan rumah dibandingkan material konvensional, karena lebih efisien dalam penggunaan material dan lebih mudah dalam pengaplikasian serta ramah lingkungan. Selain itu, sejumlah inisiatif strategis lainnya juga telah disusun oleh Direksi, antara lain sebagai berikut:

1. *Actively shape Indonesia's building material industry and supporting policies*;
2. *Strengthen leading profitable market position in core cement*;
3. *Maximize Contribution From Non-Cement Product*;
4. *Increase operations efficiency via Manufacturing Excellence & Decarbonation Programs*;
5. *Optimize Supply Chain & Sourcing Excellence*;
6. *Agile & Innovative Organizational Culture*;
7. *Strong Governance Management*;
8. *Implementation of Industry Technology* 4.0; dan
9. *Financial Resiliency*.

TATA KELOLA SUMBER DAYA MANUSIA DAN TEKNOLOGI INFORMASI

PENGELOLAAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA

Sumber Daya Manusia (SDM) yang unggul dapat membantu Perusahaan meningkatkan efisiensi, produktivitas, dan keberhasilan sesuai target yang telah ditetapkan. Oleh karena itu, Direksi memandang sumber daya manusia sebagai komponen penting yang perlu diperhatikan dan ditingkatkan kualitasnya melalui sejumlah upaya pengelolaan yang terbaik, sejalan dengan pengelolaan SDM yang dilakukan oleh holding.

Melalui dukungan jajaran terkait, Direksi telah menyusun pengelolaan SDM Perusahaan untuk tahun 2024 dengan berpedoman pada ketentuan dan *best practices* yang relevan dengan industri bisnis yang dijalankan, serta telah disesuaikan dengan praktik dan sistem bisnis yang dijalankan oleh holding. Berikut ini merupakan sejumlah upaya strategis yang telah dilakukan Direksi dalam aspek pengelolaan SDM sepanjang tahun 2024:

1. **Restrukturisasi Organisasi**
   Perusahaan melakukan tinjauan organisasi dari sisi strategi bisnis dan visi misi Perusahaan. Diharapkan proses evaluasi terkait struktur organisasi dapat meningkatkan produktivitas dan proses bisnis yang berjalan lebih optimal;

in building houses compared to conventional materials since they are more efficient in terms of material usage and easier in application and environmentally friendly. Additionally, the Board of Directors has prepared the following strategic initiatives:

1. Actively shape Indonesia's building material industry and supporting policies;
2. Strengthen leading profitable market position in core cement;
3. Maximize Contribution From Non-Cement Products;
4. Increase operations efficiency via Manufacturing Excellence & Decarbonation Programs;
5. Optimize Supply Chain & Sourcing Excellence;
6. Agile & Innovative Organizational Culture;
7. Strong Governance Management;
8. Implementation of Industry Technology 4.0; and
9. Financial Resiliency.

INFORMATION TECHNOLOGY AND HUMAN CAPITAL GOVERNANCE

HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

Excellent Human Capital (HC) is capable of assisting the Company in improving efficiency, productivity, and success in line with established targets. Thus, the Board of Directors views Human Capital management as an important component that needs to be considered and its quality improved through some best management efforts, in line with the HC management carried out by the holding company.

With the support of related staff, the Board of Directors has set the management of the Company's HC in 2024 by referring to the relevant provisions and best practices carried out and has been adjusted to the business practices and systems run by the holding company. The following are some strategic efforts which the Board of Directors has made in terms of HC management throughout 2024:

1. **Organizational Restructuring**
   The Company holds an organizational review for the Company's business strategy and vision and mission. This organizational restructuring aims to increase productivity and realize more optimal business processes.

Laporan Direksi
Board of Directors Report

2. **Penempatan Personil**
   Perusahaan melakukan proses penempatan kembali, mutasi, promosi atau *Employee on Duty* terkait perubahan struktur organisasi;
3. **Penyusunan *Job Grading***
   Perusahaan melaksanakan program Evaluasi Jabatan untuk membantu mengukur nilai jabatan pada setiap jabatan yang ada di Perusahaan. Hal ini diharapkan akan berpengaruh kepada besaran remunerasi pada setiap jabatan yang akan disesuaikan terhadap nilai jabatan tersebut.
4. **Integrasi Manajemen Kinerja**
   Pasca integrasi Perusahaan dengan SIG, Perusahaan melaksanakan program Manajemen Kinerja yang dilakukan untuk mengukur kinerja dan memastikan kontribusi terbaik dari karyawan serta pencapaian target dan keberhasilan berkelanjutan dari perusahaan.
5. **Penyelarasan *Human Capital Policy***
   Perusahaan melaksanakan penyelarasan *policy* dengan SIG untuk mempermudah dalam kolaborasi terkait pengembangan SDM.
6. **Penyelarasan *Human Capital Policy***
   Perusahaan melaksanakan penyelarasan *policy* dengan SIG untuk mempermudah dalam kolaborasi terkait pengembangan SDM.

2. **Personnel Placement**
   The Company carries out the process of redeployment, transfer, promotion or Employee on Duty related to changes in organizational structure.
3. **Preparation of Job Grading**
   The Company implements a Position Evaluation program to measure the value of the position in each position in the Company. This shall affect the amount of remuneration for each position which will be adjusted to the value of the position.
4. **Integration of Performance Management**
   After the integration of the Company with SIG, the Company implements a Performance Management program to measure performance and ensure the best contribution from employees as well as achieving targets and sustainable success of the Company.
5. **Alignment of Human Capital Policy**
   The Company carries out policy alignment with SIG to facilitate collaboration regarding HC development.
6. **Alignment of Human Capital Policy**
   The Company carries out policy alignment with SIG to facilitate collaboration regarding HC development.

Keberhasilan Direksi dalam melakukan pengelolaan SDM tercermin melalui realisasi jumlah jam pelatihan pada tahun 2024 yang mencapai sebesar 31,84 jam per orang/tahun, setara dengan pemenuhan 159% terhadap target yang ditetapkan. Lebih dari itu, komitmen Perusahaan untuk menciptakan SDM yang kompeten dan unggul diwujudkan melalui realisasi investasi pada program pengembangan kompetensi karyawan sebesar Rp2,127 miliar, memenuhi 142,96% terhadap target. Bersamaan dengan itu, Perusahaan juga telah memenuhi sertifikasi profesi karyawan dengan pemenuhan mencapai 365% terhadap target yang ditentukan.

The Board of Directors' success in managing HC was reflected in the realization of the number of training hours in 2024 reaching 31.84 hours per person/year, equivalent to the fulfillment of 159% of the set target. Moreover, the Company's commitment to creating competent and superior HC was carried out through the realization of investment in employee competency development programs of Rp2.127 billion, meeting 142.96% of the target. The Company has also fulfilled employee professional certification simultaneously by fulfilling 365% of the set target.

PENGELOLAAN DAN PENGEMBANGAN TEKNOLOGI INFORMASI

Sebagai respons proaktif terhadap kemajuan bisnis dan tren digitalisasi yang terus berkembang pesat, Perusahaan berkomitmen untuk memperkuat serta mengembangkan Teknologi Informasi dan Komunikasi (TIK) yang diterapkan.

INFORMATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT

As a proactive response to business progress and rapidly growing digitalization trends, the Company is committed to strengthening and developing the Information Technology (IT) it applies. The Company understands that adequate IT is

Laporan Direksi
Board of Directors Report

Perusahaan menyadari memiliki TIK yang memadai sangat efektif meningkatkan kinerja Perusahaan, hal ini dikarenakan TIK berperan besar atas terciptanya komunikasi yang harmonis, meningkatkan efisiensi produksi, dan mengurangi dampak negatif terhadap lingkungan yang ditimbulkan oleh aktivitas produksi. Oleh karena itu, Perusahaan terus berupaya mengembangkan TIK yang dimiliki sesuai dengan kemajuan industri 4.0, termasuk melalui penerapan *Internet of Things* (IoT), *Artificial Intellegence* (AI), otomatisasi pabrik, dan penyediaan *platform* bisnis digital.

effective in improving the Company's performance, and this is because IT has a huge role in the creation of harmonious communication, increasing production efficiency, and minimizing the environmental impact caused by production processes. Therefore, the Company continues to strive to develop IT according to the development of Industry 4.0, including through the use of the Internet of Things (IoT), Artificial Intelligence (AI), plant automation, and digital business platforms.

Dalam proses pengembangan TIK, Perusahaan melakukan penyesuaian dengan pedoman pengelolaan Teknologi Informasi dan Komunikasi yang berlaku pada holding. Selanjutnya, Perusahaan menerapkan sejumlah kebijakan yang berfungsi sebagai landasan pelaksanaan pengembangan TIK di lingkup korporasi. Kesuksesan integrasi yang dilakukan bersama holding membawa dampak positif terhadap pengelolaan infrastruktur TIK yang diterapkan oleh Perusahaan, hal ini dikarenakan adanya pertukaran sumber daya dan pengetahuan terkait proses pengelolaan, yang mendukung Perusahaan dalam mewujudkan efisiensi dan peningkatan kemampuan dalam pengelolaan dan keamanan TIK yang diterapkan.

In the IT development process, the Company makes adjustments to the Information Technology management guidelines applicable to the holding. The Company then implements several policies that function as a basis for implementing ICT development within the corporate scope. The success of integration carried out together with the holding company brings forth positive impacts on IT infrastructure management implemented by the Company, this is due to the exchange of resources and knowledge related to the management process, which supports the Company in realizing efficiency and increasing IT management capabilities and IT security.

Selama periode 2024, pengelolaan dan pengembangan Teknologi Informasi dan Komunikasi (TIK) menunjukkan hasil yang sangat positif. Hal ini tercermin melalui keberhasilan Perusahaan yang mencapai efisiensi biaya sebesar Rp1,6 miliar, berkat upaya penggunaan lisensi Office 365 untuk *desktop*, *email* dan *meeting online* serta terintegrasinya pengawasan *security* terhadap *server* internal SMBR dengan SIG. Selain itu, Perusahaan juga telah meningkatkan sistem keamanan TI dengan melakukan pembaruan *pacth* pada sistem operasi, perangkat lunak anti-virus, serta infrastruktur TI yang memadai. Dalam sektor aktivitas bisnis, Perusahaan menerapkan peningkatan efektivitas kerja karyawan melalui penggunaan aplikasi Office 365 sebagai *collaboration tools* dan *office application*.

Throughout 2024, IT management and development showed a very positive result, reflected in the Company's success in achieving cost efficiency of Rp1.6 billion, due to the efforts of using Office 365 licenses for desktop, email, and online meetings as well as the security monitoring integration of SMBR's internal servers with SIG. In addition, the Company improved its IT security system by updating operating system patches, anti-virus software, and adequate IT infrastructure. In the business activity sector, the Company increased employee work effectiveness through the use of the Office 365 application as a collaboration tool and office application.

Laporan Direksi
Board of Directors Report

PENGEMBANGAN *GOOD CORPORATE GOVERNANCE* DI LINGKUP PERUSAHAAN

IMPLEMENTASI *GOOD CORPORATE GOVERNANCE*

SMBR berkomitmen penuh untuk menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) secara konsisten dan berkesinambungan dalam setiap aktivitas SMBR sesuai peraturan perundang-undangan serta standar praktik terbaik.

Secara mendasar, komitmen tersebut diwujudkan melalui penerapan prinsip-prinsip GCG di lingkungan SMBR pada seluruh tingkatan dan jenjang organisasi. Hal ini dilakukan untuk memastikan pemenuhan kewajiban penerapan prinsip tata kelola perusahaan yang baik sebagaimana diatur dalam Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tanggal 3 Maret 2023. Komitmen ini tercermin dalam kelengkapan dan penyempurnaan *soft structure* yang telah ada guna meningkatkan penerapan GCG yang disesuaikan dengan peraturan yang berlaku dan praktik terbaik penerapan GCG.

Direksi berupaya memastikan bahwa setiap prinsip GCG, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, menjadi acuan dalam pelaksanaan kegiatan operasional Perusahaan. Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) didasarkan pada komitmen dan integritas dalam menjunjung prinsip-prinsip tata kelola, sehingga dapat diimplementasikan secara efektif di seluruh lini dan aktivitas operasional perusahaan.

Direksi memahami bahwa penerapan GCG bukan hanya sekadar kewajiban, tetapi juga merupakan kebutuhan dasar serta landasan utama dalam menjalankan bisnis yang berkelanjutan. Dengan pemahaman ini, Direksi menilai bahwa peningkatan kualitas tata kelola secara berkelanjutan merupakan aspek yang sangat penting untuk mendukung pertumbuhan perusahaan.

Efektivitas penerapan GCG dapat diukur melalui keselarasan dan kesinambungan tiga pilar utama dalam sistem tata kelola, yaitu:

GOOD CORPORATE GOVERNANCE DEVELOPMENT WITHIN THE COMPANY

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

SMBR is fully committed to consistently and continuously implementing the principles of Good Corporate Governance (GCG) in every SMBR activity following the applicable laws and regulations as well as best practice standards.

The commitment is fundamentally realized through the GCG principle implementation in the SMBR environment at all organizational levels. This is done to ensure the obligation fulfillment to implement good corporate governance principles as stipulated in the Minister of State for State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023. This commitment is reflected in the completeness and refinement of the existing soft structure to improve the GCG implementation under applicable laws and regulations as well as best practices for implementing GCG.

The Board of Directors strives to ensure that GCG principles: transparency, accountability, responsibility, independence, and fairness, become a reference in implementing the Company's operational activities. Good Corporate Governance (GCG) implementation is based on commitment and integrity in upholding governance principles, thus it can be implemented effectively in all of the Company's lines and operational activities.

The Board of Directors realizes that running a sustainable business requires implementing GCG as its main foundation, which is both a basic need and an obligation to carry out. With this understanding, the Board of Directors considers that sustainably improving the governance quality is a crucial aspect of supporting the Company's growth.

The effectiveness of GCG implementation can be measured through the alignment and continuity of the three main pillars in the governance system, namely:

Laporan Direksi
Board of Directors Report

1. ***Governance Structure*** – Mengacu pada kecukupan struktur organisasi dan infrastruktur tata kelola guna memastikan penerapan prinsip GCG dapat berjalan dengan optimal serta menghasilkan *outcome* yang sejalan dengan visi, misi, dan harapan pemangku kepentingan. Struktur ini mencakup Dewan Komisaris, Direksi, Komite-komite, serta unit kerja terkait. Sementara itu, infrastruktur tata kelola mencakup kebijakan dan prosedur, sistem informasi manajemen, serta tugas dan fungsi setiap elemen organisasi.
2. ***Governance Process*** – Menunjukkan efektivitas penerapan prinsip GCG yang didukung oleh kecukupan struktur dan infrastruktur tata kelola. Proses ini memastikan bahwa tata kelola berjalan sesuai dengan prinsip-prinsip yang telah ditetapkan.
3. ***Governance Outcome*** – Merupakan kualitas hasil dari implementasi GCG yang tercapai melalui proses tata kelola yang efektif serta dukungan struktur dan infrastruktur yang memadai. Dengan demikian, *Governance Outcome* menjadi indikator keberhasilan penerapan tata kelola perusahaan.

SMBR terus mengembangkan infrastruktur GCG yang terintegrasi guna mendukung pertumbuhan bisnis dan menjaga keberlanjutan perusahaan. Upaya ini diwujudkan melalui komitmen untuk melakukan perbaikan berkelanjutan (*continuous improvement*) dalam penerapan tata kelola. Sepanjang tahun 2024, SMBR telah mengoptimalkan sistem tata kelola dengan memperkuat struktur dan infrastruktur melalui pembaruan kebijakan, pedoman, dan prosedur yang berlaku, sehingga semakin memperkokoh fondasi tata kelola perusahaan yang berorientasi pada keberlanjutan.

PERKEMBANGAN IMPLEMENTASI GCG

Untuk memastikan efektivitas penerapan tata kelola yang baik, SMBR mengukur efektivitas tersebut secara rutin oleh SIG setiap tahunnya. Penilaian dilakukan menggunakan parameter berdasarkan ASEAN *Governance Scorecard* (ACGS), pada tahun 2024 Perusahaan memperoleh skor sebesar 92,84 atau setara predikat "*Very Good*" yang mana mengalami peningkatan dari tahun sebelumnya dengan skor 88,51. Peningkatan skor ini menandakan peluang baik bagi Perusahaan untuk terus meningkatkan kualitas implementasi GCG, dengan menerapkan tindak lanjut terhadap rekomendasi-rekomendasi berdasarkan evaluasi yang telah dilakukan.

1. **Governance Structure** – Refers to the adequacy of the organizational structure and governance infrastructure to ensure that the GCG principle implementation can run optimally and produce outcomes in line with stakeholders' vision, mission, and expectations. This structure includes the Board of Commissioners, Board of Directors, Committees, and related work units. Meanwhile, the governance infrastructure includes policies and procedures, management information systems, as well as the duties and functions of each organizational element.
2. **Governance Process** – Demonstrates the effectiveness of GCG principle implementation supported by the adequacy of the governance structure and infrastructure. This process ensures that governance runs following the set principles.
3. **Governance Outcome** – Is the quality of GCG implementation results achieved through an effective governance process and the support of adequate structures and infrastructure. Therefore, Governance Outcome is an indicator of corporate governance implementation success.

SMBR keeps developing an integrated GCG infrastructure to support business growth and maintain the Company's sustainability. This effort is realized through a commitment to continuous improvement in the governance implementation. Throughout 2024, SMBR optimized the governance system by fortifying the structure and infrastructure through updating applicable policies, guidelines, and procedures, thus further strengthening the foundation of sustainability-oriented corporate governance.

DEVELOPMENT OF GCG IMPLEMENTATION

SMBR routinely measures the effectiveness of good governance implementation by SIG every year to ensure its efficiency. The assessment is carried out using parameters based on the ASEAN Governance Scorecard (ACGS), in which the Company obtained a score of 92.84 or equivalent to the predicate "Very Good" predicate in 2024, increasing from the previous year with a score of 88.51. The increasing score shows a good opportunity for the Company to continue improving the quality of GCG implementation, by following up the recommendations based on the already carried out evaluation.

Laporan Direksi
Board of Directors Report

Untuk menjaga efisiensi dan efektivitas tata kelola, SMBR terus memperkuat acuan dan panduan pelaksanaan GCG, salah satunya melalui pembaruan dan penyusunan *Soft Structure* GCG. Sepanjang tahun 2024, beberapa dokumen penting yang diperbarui dan disusun antara lain:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Nomor: M/SMBR/GRC/001 Tanggal 25 Maret 2024.
2. Pedoman Perilaku Etika Nomor: M/SMBR/GRC/004 Tanggal 25 Maret 2024.
3. Piagam Manajemen Risiko yang disahkan pada Tanggal 1 Desember 2024.
4. Pedoman Manajemen Risiko Nomor: M/SMBR/GRC/006 Tanggal 2 Desember 2024.
5. Prosedur Penerapan Manajemen Risiko Nomor: P/SMBR/GRC/001 Tanggal 1 April 2024.
6. Instruksi Kerja Pelaksanaan Reviu Dokumen *Soft Structure* GCG Nomor: IK/SMBR/GRC/01 Tanggal 1 November 2024.

SMBR continues to strengthen the references and guidelines for GCG implementation to maintain governance efficiency and effectiveness, one of which is through updating and compiling the GCG Soft Structure. Several important documents updated and prepared throughout 2024 include:

1. Good Corporate Governance Guidelines Number: M/SMBR/GRC/001 dated March 25, 2024.
2. Ethical Behavior Guidelines Number: M/SMBR/GRC/004 dated March 25, 2024.
3. Risk Management Charter ratified on December 1, 2024.
4. Risk Management Guidelines Number: M/SMBR/GRC/006 dated December 2, 2024.
5. Risk Management Implementation Procedure Number: P/SMBR/GRC/001 dated April 1, 2024.
6. Work Instructions for the Implementation of the GCG Soft Structure Document Review Number: IK/SMBR/GRC/01 dated November 1, 2024.

Selain itu, SMBR juga secara aktif melakukan sosialisasi *Soft Structure* GCG melalui berbagai media komunikasi internal, termasuk *blasting* email dan kanal informasi yang berlaku. Komitmen terhadap kepatuhan GCG juga diperkuat dengan adanya penandatanganan surat pernyataan kepatuhan terhadap Pedoman Perilaku, yang juga diwajibkan bagi rekan bisnis.

Additionally, SMBR actively disseminates the GCG Soft Structure through various internal communication media, including email blasting and applicable information channels. The commitment to GCG compliance is also supported by the signing of a statement of compliance with the Code of Conduct, which is required for business partners as well.

Untuk meningkatkan pengendalian gratifikasi, Perusahaan melaksanakan bimbingan teknis mengenai pengendalian gratifikasi secara mandiri bagi karyawan melalui *platform e-learning* www.aclc.kpk.go.id. Upaya ini juga didukung dengan pelaksanaan uji kelayakan terhadap karyawan dan rekan bisnis, yang bertujuan memperkuat implementasi Sistem Manajemen Anti Penyuapan (SMAP). Sebagai bentuk evaluasi dan peningkatan berkelanjutan, Perusahaan akan melaksanakan *Surveillance* Audit SNI ISO 37001:2016 pada 21-22 November 2024.

The Company carries out technical guidance on gratuity control independently in order to improve it for employees through the www.aclc.kpk.go.id e-learning platform. This effort is also supported by the implementation of a feasibility test on employees and business partners, aimed at fortifying the Anti-Bribery Management System (SMAP) implementation. As a form of continuous evaluation and improvement, the Company carried out a Surveillance Audit of SNI ISO 37001:2016 on November 21-22, 2024.

Penerapan standar etika dan budaya kerja sesuai dengan ketentuan serta peraturan perundang-undangan yang berlaku menjadi faktor penting dalam peningkatan efektivitas GCG. SMBR meyakini bahwa implementasi tata kelola yang baik

The implementation of ethical standards and work culture under applicable laws and regulations is an important aspect of increasing GCG's effectiveness. SMBR believes that good governance implementation can create a strong governance

Laporan Direksi
Board of Directors Report

tidak hanya menciptakan budaya tata kelola yang kuat, tetapi juga meningkatkan reputasi, kepercayaan, serta nilai tambah bagi para pemangku kepentingan. Kepercayaan ini menjadi salah satu fondasi utama dalam menjalankan bisnis untuk mencapai pertumbuhan yang berkelanjutan (*sustainable growth*).

culture as well as increase reputation, trust, and added value for stakeholders. This trust is one of the main foundations in running a business to achieve sustainable growth.

Sebagai bentuk apresiasi atas komitmen dan kinerja tata kelola yang diterapkan di seluruh lini, SMBR berhasil meraih penghargaan TOP GRC Award 2024 – 4 Stars serta *The Most Committed GRC Leader* 2024 pada 11 September 2024.

As a form of appreciation for the commitment and performance of governance implemented across all lines, SMBR successfully won the TOP GRC Award 2024 – 4 Stars and The Most Committed GRC Leader 2024 on September 11, 2024.

PENERAPAN SISTEM PENGENDALIAN INTERNAL DAN MANAJEMEN RISIKO

PENERAPAN SISTEM PENGENDALIAN INTERNAL

Sepanjang tahun 2024, Perusahaan telah mengimplementasikan sistem pengendalian sebagai alat untuk meningkatkan efektivitas dan efisiensi dalam pelaporan keuangan, operasional, serta kepatuhan terhadap peraturan yang berlaku. Mengacu pada kebijakan internal Perusahaan, Direksi memiliki peran dan tanggung jawab dalam mengarahkan pelaksanaan sistem pengendalian internal melalui pendekatan *set the tone from the top*. Direksi telah memimpin penerapan sistem pengendalian internal dengan menetapkan kebijakan pengelolaan Perusahaan, merumuskan rencana strategis, serta menyusun struktur organisasi yang sejalan dengan praktik kepatuhan terhadap regulasi yang berlaku.

Sebagai upaya terus-menerus dalam mengevaluasi dan menyempurnakan sistem pengendalian internal, melalui arahan dan Kebijakan dari Semen Indonesia Grup (SIG) dan untuk memenuhi POJK no 75/2017, serta mematuhi peraturan SK-5-DKU.BMU-11-2024 pada bulan September tahun 2024, Perusahaan mulai menjalankan *Internal Control over Financial Reporting* (ICoFR) sebagai wujud akuntabilitas Direksi SMBR Ketika memberikan Surat Pernyataan Tanggung Jawab atas Laporan Keuangan.

Evaluasi yang dilakukan berkaitan dengan efektivitas penerapan Sistem Pengendalian Internal terhadap Laporan Keuangan untuk tahun buku 2024, sejalan dengan kriteria yang ditetapkan oleh *Committee of Sponsoring Organizations*

IMPLEMENTATION OF INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS

IMPLEMENTATION OF INTERNAL CONTROL SYSTEM

Throughout 2024, the Company has implemented a control system as a tool to increase effectiveness and efficiency regarding financial reporting, operations, and compliance with applicable laws and regulations. Referring to the Company's internal policy, the Board of Directors has a role and responsibility in directing the implementation of the internal control system by setting the tone from the top mechanism. The Board of Directors has led the implementation of an internal control system by establishing company management policies, establishing strategic plans, and establishing an organizational structure in line with compliance practices with applicable regulations.

To continuously evaluate and improve the internal control system, the Company began implementing Internal Control over Financial Reporting (ICoFR) through the direction and Policy of Semen Indonesia Group (SIG) and to comply with POJK no. 75/2017, as well as abide by regulation SK-5-DKU. BMU-11-2024, in September 2024 as a form of accountability of the Board of Directors of SMBR when providing a Statement of Responsibility for Financial Statements.

The Company has evaluated the effectiveness of implementing the Internal Control System on the Company's Financial Statements for the 2023 fiscal year, according to the criteria set by the Committee of Sponsoring Organizations

Laporan Direksi
Board of Directors Report

(COSO) *of The Treadway Commission.* Berdasarkan hasil penilaian yang dilakukan, Sistem Pengendalian Internal dan ICoFR yang diterapkan pada Laporan Keuangan Perusahaan untuk tahun buku 2024 telah memadai dan berfungsi dengan efektif.

(COSO) of The Treadway Commission. Based on this evaluation, it is stated that the Internal Control System and ICoFR applied to the Company's Financial Statements for the 2023 fiscal year have been running effectively.

PENERAPAN MANAJEMEN RISIKO

Direksi memahami keberadaan manajemen risiko sangat penting dalam mekanisme tata kelola yang diterapkan, hal ini dikarenakan manajemen risiko berfungsi untuk melindungi Perusahaan dari dampak negatif yang dapat secara signifikan mempengaruhi stabilitas dan kelangsungan usaha. Oleh karena itu, Direksi memberikan perhatian khusus untuk melakukan pengembangan sistem manajemen risiko yang terintegrasi di tingkat korporasi dengan melibatkan setiap unit kerja, guna memastikan bahwa pengelolaan risiko dapat dilakukan sejak tahap awal.

IMPLEMENTATION OF RISK MANAGEMENT

The Board of Directors acknowledges the importance of risk management in the implemented governance mechanism, and it is because risk management serves to protect the Company from adverse impacts that may significantly influence business stability and sustainability. Based on this understanding, the Board of Directors pays special attention to developing an integrated risk management system at the corporate level by involving each work unit to ensure risk management can be carried out from an early stage.

Bagi SMBR, pengembangan sistem manajemen risiko telah menjadi bagian penting dalam perumusan strategi jangka panjang yang ditetapkan. Penerapan sistem manajemen risiko Perusahaan mengacu pada ISO 31000:2018 dan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara beserta petunjuk teknis turunannya. Sepanjang 2024, SMBR telah memperbarui softstructure manajemen risiko yang meliputi Kebijakan Manajemen Risiko, Piagam Manajemen Risiko, Pedoman dan Prosedur Manajemen Risiko termasuk implementasi Sistem Manajemen Kelangsungan Usaha (*Bussiness Continuity Management System*) berbasis ISO 22301:2019 disertai penerbitan Pedoman Sistem Manajemen Kelangsungan Usaha (SMKU) untuk mendukung implementasi manajemen risiko di lingkungan Perusahaan termasuk risiko dan perubahan lingkungan bisnis yang dapat mengancam kelangsungan usaha SMBR.

For SMBR, the development of a risk management system has become an important part of the formulation of the established long-term strategy. The implementation of the Company's risk management system refers to ISO 31000:2018 and the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises along with its derivative technical instructions. *Throughout 2024, SMBR has updated the risk management soft structure which includes the Risk Management Policy, Risk Management Charter, Risk Management Guidelines and Procedures including the implementation of the ISO 22301:2019-based Business Continuity Management System accompanied by the issuance of the Business Continuity Management System Guidelines (SMKU) to support the implementation of risk management in the Company's environment including risks and changes in the business environment that can threaten SMBR's business continuity.

Sebagai bagian dari upaya berkelanjutan untuk memperkuat pelaksanaan sistem manajemen risiko, SMBR secara rutin melakukan evaluasi terhadap mekanisme dan prosedur Sistem Manajemen Risiko. SMBR juga melakukan pemantauan terhadap profil-profil risiko melalui penyusunan

As a continuous effort to strengthen the implementation of risk management, SMBR carried out regular evaluations of the tools and implementation of the Risk Management System. SMBR implements monitoring of risk profiles through the comprehensive development of business processes in

Laporan Direksi
Board of Directors Report

secara komprehensif pada proses bisnis di setiap unit kerja. Langkah ini dilakukan untuk memastikan efektivitas dalam pelaksanaan mitigasi risiko dalam rangka mengurangi dan mengendalikan potensi risiko yang dihadapi oleh Perusahaan, serta tindak lanjut yang telah dilaksanakan dengan baik, sesuai dengan rencana kerja yang telah ditetapkan.

each work unit, which is done to ensure the effectiveness of risk mitigation implementation to minimize and control the Company's potential risks, and continued with follow-up actions that have been carried out properly according to the established work plan.

Pada tahun 2024, pengukuran tingkat kematangan dalam penerapan Manajemen Risiko mengacu ketentuan pada Surat Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN RI Nomor: SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (Risk Maturity Index) Di Lingkungan Badan Usaha Milik Negara. Standar dan metode pengukuran *Risk Maturity Index* ini berbeda dengan tahun-tahun sebelumnya, terdiri dari 5 (lima) komponen, yaitu Budaya dan Kapabilitas Risiko, Organisasi dan Tata Kelola Risiko, Kerangka Risiko dan Kepatuhan, Proses dan Kontrol Risiko, serta Model, Data, dan Teknologi Risiko. Mengacu pada hasil pengukuran untuk tahun buku 2023 yang dilakukan oleh pihak eksternal independen yaitu KAP Heliantono & Rekan (Parker Russel Indonesia), SMBR berhasil meraih predikat "Fase Praktik yang Baik" dengan skor mencapai 2,9 dari nilai maksimum 5.

In 2024, measuring the level of maturity in the implementation of Risk Management refers to the provisions in the Decree of the Deputy for Finance and Risk Management of the Ministry of SOEs of the Republic of Indonesia Number: SK-8/DKU.MBU/12/2023 on Technical Instructions for Risk Maturity Index Assessment in State-Owned Enterprises. The standards and methods for measuring the Risk Maturity Index are different from previous years, consisting of 5 (five) components, namely Risk Culture and Capabilities, Risk Organization and Governance, Risk and Compliance Framework, Risk Processes and Controls, and Risk Models, Data, and Technology. Referring to the measurement results for 2023 conducted by an independent external party, namely KAP Heliantono & Rekan (Parker Russel Indonesia), SMBR succeeded in achieving the "Good Practice Phase" predicate with an achievement score of 2.9 out of a maximum score of 5.

Selain itu, Direksi PT Semen Baturaja Tbk telah menjalankan berbagai langkah strategis dalam pengelolaan manajemen risiko guna memastikan kesiapan perusahaan dalam menghadapi tantangan bisnis, meningkatkan efisiensi operasional, serta menjaga keberlanjutan usaha dan tata kelola yang baik sesuai dengan regulasi yang berlaku.

Furthermore, the Board of Directors of PT Semen Baturaja Tbk has implemented various strategic steps in managing risk management to ensure the Company's readiness to face business challenges, increase operational efficiency, and maintain business sustainability and good governance under applicable regulations.

Berikut adalah beberapa aspek utama dalam pengelolaan manajemen risiko yang dilakukan oleh Direksi:

1. **Menetapkan Kebijakan dan Strategi Manajemen Risiko**
   Direksi memastikan kebijakan dan strategi manajemen risiko selaras dengan visi, misi, serta inisiatif strategis perusahaan guna mendukung pencapaian tujuan bisnis yang berkelanjutan.
2. **Mengawasi Implementasi Manajemen Risiko**
   Direksi bertanggung jawab dalam mengarahkan, mengkaji ulang, dan memastikan bahwa seluruh lini bisnis menerapkan prinsip manajemen risiko secara efektif.

The following are some main aspects in managing risk management carried out by the Board of Directors:

1. **Establishing Risk Management Policies and Strategies**
   The Board of Directors ensures that risk management policies and strategies are in line with the Company's vision, mission, and strategic initiatives in supporting sustainable business goal achievement.
2. **Supervising Risk Management Implementation**
   The Board of Directors is responsible for directing, reviewing, and ensuring that all business lines implement risk management principles effectively. To support

Laporan Direksi
Board of Directors Report

Untuk mendukung hal ini, perusahaan membentuk fungsi atau unit manajemen risiko yang berperan secara independen dalam mengelola dan memantau risiko.

3. **Menganalisis dan Mengelola Risiko Strategis**
   Direksi secara proaktif mengidentifikasi dan mengelola risiko strategis di tingkat korporat yang dapat mempengaruhi pencapaian target perusahaan. Langkah mitigasi yang tepat diterapkan guna meminimalkan dampak negatif terhadap keberlangsungan bisnis.
4. **Membangun Budaya Manajemen Risiko di Seluruh Jenjang Organisasi**
   Direksi mendorong partisipasi aktif seluruh karyawan dalam mengidentifikasi dan mengelola risiko di unit kerja masing-masing. Upaya ini didukung melalui program peningkatan kompetensi, seperti sosialisasi, pelatihan, dan sertifikasi terkait manajemen risiko.
5. **Melakukan Evaluasi dan Perbaikan Berkelanjutan**
   Direksi secara berkala mengevaluasi dan memperbarui sistem manajemen risiko, termasuk keakuratan metodologi penilaian risiko, kecukupan implementasi sistem informasi manajemen risiko, ketepatan kebijakan dan prosedur, serta penetapan batasan risiko (*risk limit*) dan ambang batas (*threshold*) yang sesuai dengan kondisi bisnis terkini.

Melalui pengelolaan risiko yang sistematis dan berkelanjutan, Direksi memastikan bahwa SMBR mampu beradaptasi dengan dinamika industri, mengelola ketidakpastian, serta mempertahankan daya saing dalam jangka panjang.

this, the Company forms a risk management function or unit that plays an independent role in managing and monitoring risks.

3. **Analyzing and Managing Strategic Risks**
   The Board of Directors proactively identifies and manages strategic risks at the corporate level that can affect the Company's target achievements. Appropriate mitigation steps are implemented to minimize negative impacts on business continuity.
4. **Building a Risk Management Culture at All Levels of the Organization**
   The Board of Directors encourages all employees' active participation in identifying and managing risks in their respective work units. This effort is supported through competency improvement programs such as dissemination, training, and certification related to risk management.
5. **Conducting Continuous Evaluation and Improvement**
   The Board of Directors regularly evaluates and updates the risk management system, including the accuracy of the risk assessment methodology, the adequacy of the risk management information system implementation, the accuracy of policies and procedures, and the determination of risk limits and thresholds that follow current business conditions.

Through systematic and sustainable risk management, the Board of Directors ensures that SMBR is capable of adapting to industry dynamics, managing uncertainty, and maintaining competitiveness in the long term.

PENERAPAN *WHISTLEBLOWING SYSTEM*

Perusahaan menyadari bahwa penerapan tata kelola perusahaan yang baik tidak hanya bergantung pada dukungan dari pihak internal, tetapi juga memerlukan kontribusi dari pihak eksternal. Berdasarkan pemahaman ini, Perusahaan secara konsisten melibatkan pemangku kepentingan dalam pengawasan terhadap aktivitas usaha dan proses bisnis SMBR. Untuk mendukung hal tersebut, Perusahaan menyediakan saluran pelaporan pelanggaran atau *Whistleblowing System* (WBS) yang mencakup surat, email, dan situs web, yang dapat diakses oleh pemangku

IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM

The Company believes that the implementation of good corporate governance can be carried out, not only through the support of internal parties but also with the support of external parties. Based on this belief, the Company consistently involves stakeholders in supervising SMBR's business activities and business processes. To support this, the Company provides a Whistleblowing System (WBS) in the form of letters, electronic mail, and websites that can be accessed by stakeholders to convey early information regarding suspected violations committed by the Company's

Laporan Direksi
Board of Directors Report

kepentingan untuk menyampaikan informasi awal mengenai dugaan pelanggaran yang mungkin dilakukan oleh pengurus atau karyawan Perusahaan, termasuk karyawan dari anak usaha SMBR. Laporan yang diterima melalui mekanisme WBS akan dikelola dan ditindaklanjuti sesuai dengan Prosedur Pelaporan Pelanggaran yang telah ditetapkan.

management or employees, including employees of SMBR subsidiaries. Reports submitted through the WBS mechanism are managed and followed up in accordance with the established Violation Reporting Procedure.

Perusahaan berkomitmen untuk memberikan perlindungan kepada setiap pelapor, baik dalam hal kerahasiaan identitas maupun dari kemungkinan tindakan balasan yang berpotensi dilakukan oleh pihak yang dilaporkan. Untuk meningkatkan kesadaran mengenai kebijakan dan implementasi *Whistleblowing System* (WBS) di seluruh tingkatan organisasi, Perusahaan terus berusaha memperdalam pemahaman dan kepedulian baik dari pihak internal maupun eksternal. Perusahaan secara rutin menyelenggarakan sosialisasi mengenai WBS melalui berbagai saluran komunikasi yang ada di dalam organisasi. Hal ini bertujuan agar para pemangku kepentingan, termasuk karyawan Perusahaan dapat secara mandiri melaporkan pelanggaran melalui saluran WBS yang telah disediakan.

The Company is committed to ensuring that every whistleblower gets protection both regarding the confidentiality of their identity and against possible retaliation by the reported party. To encourage awareness regarding WBS policies and implementation within the Company at all levels of the organization, the Company continues to strive to increase understanding and awareness of internal and external parties. The Company regularly holds dissemination related to WBS through different communication channels within the Company. This aims to ensure that stakeholders, including Company employees, can independently report violations through the WBS channels provided.

Sepanjang tahun 2024, Perusahaan menerima laporan pengaduan pelanggaran sebanyak 4 (empat) laporan, dengan 1 (satu) laporan yang masih dalam proses tindak lanjut, dan 1 (satu) laporan yang selesai ditindaklanjuti, laporan tersebut merupakan permasalahan individu yang telah diselesaikan oleh yang bersangkutan, bukan terkait Perusahaan. Adapun terdapat 2 (dua) laporan yang tidak dapat ditindaklanjuti disebabkan oleh tidak terpenuhinya kriteria syarat dalam mekanisme pelaporan pelanggaran dan tidak ada informasi lebih lanjut dari pelapor sampai dengan akhir tahun 2024. Kondisi ini mencerminkan bahwa Perusahaan secara konsisten memperhatikan pentingnya pengelolaan pelaporan pelanggaran secara efektif.

Throughout 2024, the Company received 4 (four) reports of violation complaints, with 1 (one) report that was still in the process of being resolved, and 1 (one) report that has been followed up, the report was an individual problem that had been resolved by the person concerned, not related to the Company. 2 (two) reports could not be followed up due to the failure to meet the criteria for the violation reporting mechanism and there was no further information from the whistleblower until the end of 2024. This condition reflects that the Company consistently pays attention to the importance of managing violation reporting effectively.

TATA KELOLA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Direksi memandang tata kelola Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bentuk komitmen Perusahaan terhadap aktivitas bisnis yang bertanggung jawab. Pengelolaan TJSL direalisasikan melalui sejumlah program yang bertujuan untuk melakukan pemberdayaan terhadap masyarakat dan menjaga kelestarian lingkungan. Terciptanya masyarakat yang mandiri dan lingkungan yang sehat merupakan cerminan dedikasi Perusahaan dalam

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY GOVERNANCE

The Board of Directors views Social and Environmental Responsibility (TJSL) as a form of the Company's commitment towards responsible business activities. The TJSL management is realized through several programs aimed at empowering communities and preserving the environment. The realization of an independent society and a healthy environment is a reflection of the Company's dedication to supporting the concept of Sustainable Development Goals

Laporan Direksi
Board of Directors Report

mendukung konsep Tujuan Pembangunan Berkelanjutan (TPB). Untuk memastikan pemahaman tersebut dapat terwujud, tanggung jawab Perusahaan dilaksanakan secara rutin melalui kegiatan *Corporate Social Responsibility* (CSR) dan program TJSL, yang telah disesuaikan dengan peraturan perundang-undangan yang berlaku.

(SDGs). To ensure that such understanding is realized, Corporate social responsibility is carried out regularly through Corporate Social Responsibility (CSR) activities and the TJSL program, which has been adjusted to the applicable laws and regulations.

Program TJSL SMBR dilaksanakan berdasarkan 4 (empat) pilar utama TJSL BUMN, yaitu Pilar Pembangunan Sosial, Pilar Pembangunan Ekonomi, Pilar Pembangunan Lingkungan, dan Pilar Pembangunan Hukum serta Tata Kelola. Program ini mencakup 17 Tujuan Pembangunan Berkelanjutan, yang terdiri dari: (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, Keadilan, dan Kelembagaan yang Tangguh; serta (17) Kemitraan untuk Mencapai Tujuan.

The SMBR TJSL program is implemented with reference to the 4 (four) main pillars of SOEs TJSL, namely the Social Development Pillar, the Economic Development Pillar, the Environmental Development Pillar, and the Legal and Governance Development Pillar, which includes 17 Sustainable Development Goals, namely (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) Reducing Inequality; (11) Sustainable Cities and Settlements; (12) Responsible Consumption and Production; (13) Handling Climate Change; (14) Ocean Ecosystem; (15) Land Ecosystem; (16) Peace, Justice and Strong Institutions; (17) Partnership to Achieve Goals.

Direksi menilai pelaksanaan program TJSL di sepanjang tahun 2024 telah terlaksana dengan cukup baik, hal ini tercermin melalui realisasi penyaluran dana TJSL yang mencapai Rp2,4 miliar, dengan penerima manfaat mencapai 18.671 masyarakat. Jumlah tersebut menurun dari tahun sebelumnya yang sebesar Rp3,9 miliar, dan mencapai target RKAP sebesar 58%.

The Board of Directors assessed that the TJSL program implementation throughout 2024 had been carried out quite well, which was reflected in the realization of the disbursement of TJSL funds reaching Rp.... billion, with beneficiaries reaching .... community. This amount increased/decreased from the previous year of Rp3.9 billion and achieved the RKAP target of ..%.

PENCIPTAAN HUBUNGAN BERKELANJUTAN DENGAN PEMANGKU KEPENTINGAN

Direksi memahami peran masyarakat terhadap kelangsungan bisnis Perusahaan sangat penting. Oleh karena itu, Perusahaan selalu berupaya untuk menjalin hubungan

CREATION OF SUSTAINABLE RELATIONS WITH STAKEHOLDERS

The Board of Directors understands that the role of society in the Company's business continuity is very important. As such, the Company continuously maintains harmonious and

Laporan Direksi
Board of Directors Report

yang harmonis kepada seluruh pemangku kepentingan. Dalam praktiknya, Perusahaan melakukan pemetaan dan pelaksanaan TJSL sesuai ketentuan yang berlaku bagi BUMN, terutama bagi masyarakat terdekat wilayah operasional sebagai pemangku kepentingan yang menerima dampak paling signifikan dari aktivitas bisnis Perusahaan.

sustainable relations with stakeholders. In its practice, the Company conducts proper mapping and implementation of TJSL in accordance with the provisions that apply to SOEs, especially for the communities closest to the operational area as stakeholders who receive the most significant impact from the Company's business activities.

Terciptanya hubungan yang berkelanjutan dengan para pemangku kepentingan merupakan tujuan yang perlu direalisasikan. Oleh karena itu, Perusahaan berkomitmen untuk melaksanakan aktivitas bisnis dengan penuh tanggung jawab, sehingga dapat dipastikan tidak terdapat pemangku kepentingan yang dirugikan. Apabila terdapat permasalahan atau konflik yang terjadi antara Perusahaan dengan pemangku kepentingan di sepanjang tahun 2024, Perusahaan secara proaktif langsung menindaklanjuti dan menyelesaikannya dengan baik.

Creating sustainable relationships with stakeholders is a goal that needs to be realized. Therefore, the Company is fully committed to carrying out business activities responsibly, ensuring that no stakeholders are harmed. Should there be a problem or conflict between the Company and the stakeholders throughout 2024, the Company proactively follow up immediately and resolve it properly.

Bersamaan dengan itu, Perusahaan juga menyediakan saluran komunikasi bagi masyarakat untuk menyampaikan pengaduan dan keluhan melalui sistem pengaduan yang dikelola oleh *Unit of Secretariate & Stakeholder Management (SSM).* Sepanjang tahun 2024, terdapat 2 pengaduan dari masyarakat dan kedua pengaduan tersebut telah berhasil diselesaikan. Hal ini mencerminkan bahwa Perusahaan telah berhasil membuktikan komitmennya beroperasi dengan penuh tanggung jawab.

In line with this, the Company also provides a communication channel for the public to submit complaints through a complaint system managed by the Secretariat & Stakeholder Management (SSM) Unit. Throughout 2024, there were 2 complaints from the public and both complaints have been successfully resolved. This reflected that the Company succeeded in proving its commitment to operating responsibly.

DAMPAK POSITIF ATAS PELAKSANAAN TJSL

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan dirancang sebagai bentuk dukungan terhadap pencapaian *Sustainable Development Goals* (SDGs), sekaligus berfungsi untuk meningkatkan kinerja bisnis inti Perusahaan. Untuk memaksimalkan dampak positif dari kegiatan TJSL, Perusahaan melakukan inisiatif program yang didasarkan pada analisis kondisi masyarakat, dengan mempertimbangkan isu-isu yang relevan dan memiliki dampak signifikan terhadap aspek ekonomi, sosial, dan lingkungan. Program TJSL ini secara khusus bertujuan untuk

POSITIVE IMPACT ON IMPLEMENTATION OF THE TJSL PROGRAM

The Company's Social and Environmental Responsibility (TJSL) is designed as a form of support for achieving Sustainable Development Goals (SDGs), as well as supporting efforts to achieve the Company's core business performance. In order to maximize the positive impact of TJSL activities, the Company initiated a program based on an analysis of community conditions by considering relevant issues that have a significant impact on economic, social, and environmental aspects. The TJSL program is specifically aimed at providing a balance point between fulfilling the

Laporan Direksi
Board of Directors Report

menciptakan keseimbangan antara pencapaian kinerja ekonomi Perusahaan dan kontribusi terhadap pengembangan sosial masyarakat. Selain itu, seluruh program TJSL Semen Baturaja merupakan upaya berkelanjutan untuk menciptakan nilai bersama yang positif bagi pengembangan usaha jangka panjang Perusahaan.

Company's economic performance and contributing to social and community development. Moreover, the entire TJSL program of Semen Baturaja is a sustainable effort to provide reciprocity and positive shared value for the Company's long-term business development.

Perusahaan secara aktif melaksanakan program *Corporate Social Responsibility* (CSR) dengan mengacu pada pedoman yang ditetapkan dalam ISO 26000 mengenai Tanggung Jawab Sosial. Program ini dijalankan sejalan dengan 17 Tujuan Pembangunan Berkelanjutan (SDGs). Salah satu bentuk dukungan terhadap SDGs adalah kontribusi SMBR dalam mencapai TPB 8, yang berfokus pada Pekerjaan Layak dan Pertumbuhan Ekonomi, melalui penyaluran program-program yang mendukung Usaha Mikro dan Kecil (UMK) melalui Rumah BUMN Baturaja. Dalam program ini, Perusahaan memberikan pelatihan untuk meningkatkan keterampilan pelaku UMK dan melibatkan mereka dalam berbagai pameran sebagai sarana promosi. Selain itu, Perusahaan juga berperan dalam pencapaian TPB 4, yang berkaitan dengan Pendidikan Berkualitas, dengan memberikan bantuan pendidikan, termasuk penyaluran dana dan perbaikan sarana serta prasarana pendidikan, yang diharapkan dapat mendukung proses belajar-mengajar masyarakat untuk mencapai hasil yang optimal.

The Company actively implements a Corporate Social Responsibility (CSR) program by adopting the pattern developed in ISO 26000 on Guidance on Social Responsibility which is implemented in line with the 17 Sustainable Development Goals (SDGs). Among other forms of support for the SDGs, SMBR contributes to the achievement of SDG 8 (Decent Work and Economic Growth) by distributing support programs for Micro and Small Enterprises (MSEs) through training to increase their capabilities, in addition to involving MSEs through Rumah BUMN Baturaja. In these programs, the Company provides training to improve their skills, in addition to encouraging the MSEs actors to participate in various exhibitions as promotional events. Aside from that, the Company has contributed to achieving SDG 4, which is related to Quality Education, by providing educational resources, including the distribution of education funds as well as assistance in improving facilities and infrastructure, which is expected to support community teaching and learning activities to produce optimal results.

Perusahaan telah menjabarkan secara terperinci mengenai Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang dilaksanakan sepanjang tahun 2024. Informasi ini diuraikan secara komprehensif dan terpisah pada Laporan Keberlanjutan tahun 2024.

The Company has outlined in detail the Social and Environmental Responsibility (TJSL) Program implemented throughout 2024. This information is described comprehensively and separately in the 2024 Sustainability Report.

PENILAIAN ATAS KINERJA KOMITE DI BAWAH DIREKSI

Hingga 31 Desember 2024, Direksi belum memiliki komite pendukung. Keputusan ini telah disesuaikan dengan kebutuhan Perusahaan. Tugas dan tanggung jawab Direksi

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2024, the Board of Directors did not have a supporting committee, which was in accordance with the Company's needs. Duties and responsibilities of

Laporan Direksi
Board of Directors Report

didukung oleh berbagai unit kerja yang dipimpin oleh Vice President serta organ fungsional lainnya, termasuk Department of Internal Audit, Department of Corporate Secretary, dan Departemen of Human Capital & Governance, Risk, & Compliance. Untuk mendukung penerapan prinsip tata kelola yang baik, Perusahaan secara berkala melakukan evaluasi terhadap efektivitas kinerja setiap Unit Kerja di bawah Direksi, berdasarkan pencapaian Indikator Kinerja Utama (KPI) yang telah ditetapkan pada awal tahun. Pembahasan lebih mendalam mengenai hal ini dapat ditemukan dalam bab Tata Kelola Perusahaan.

the Board of Directors are supported by work units led by the Vice President and other functional organs, including the Department of Internal Audit, Department of Corporate Secretary, and Departemen of Human Capital & Governance, Risk, & Compliance. In order to support the implementation of good governance, the Company carries out periodic assessments of the effectiveness of the performance of each Work Unit under the Board of Directors, based on the achievement of the Key Performance Indicators (KPI) determined at the beginning of the year. Further discussion regarding this matter can be seen in the Good Corporate Governance chapter.

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI

Sepanjang tahun 2024, tidak terdapat perubahan susunan dan komposisi Direksi Perusahaan. Sehingga susunan dan komposisi Direksi Perusahaan per 31 Desember 2024 adalah sebagai berikut:

CHANGES IN THE COMPOSITION OF MEMBERS OF THE BOARD OF DIRECTORS

In 2024, there were no changes to the composition of the Company's Board of Directors. Thus, the composition of the Company's Board of Directors as of December 31, 2024 is as follows:

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Suherman Yahya	Direktur Utama / President Director	• Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 21 tanggal 18 April 2022. / Resolution of the Annual GMS dated March 25, 2022, stated in Notarial Deed of Fathiah Helmi, No. 21 dated April 18, 2022. • Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / Resolution of the EGMS dated November 8, 2023, stated in Notarial Deed of Aulia Taufani S.H., No. 21 dated November 8, 2023.	Periode Ke-1 (Satu) / First Period
Muhammad Syafitri	Direktur Operasi / Director of Operations	Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / Resolution of the EGMS dated November 8, 2023, stated in Notarial Deed of Aulia Taufani S.H., No. 21 dated November 8, 2023.	Periode Ke-1 (Satu) / First Period
Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director (Finance and HC Function)	Keputusan RUPS Tahunan tanggal 8 Mei 2023 yang dinyatakan dalam Akta Notaris Aryanti Artisari S.H., M.Kn., No. 11 tanggal 8 Mei 2023. / Resolution of the Annual GMS dated May 8, 2023, stated in Notarial Deed of Aryanti Artisari S.H., M.Kn., No. 11 dated May 8, 2023.	Periode Ke-1 (Satu) / First Period

Laporan Direksi
Board of Directors Report

APRESIASI

Direksi mengakui bahwa pencapaian kinerja SMBR hingga tahun 2024 tidak akan terwujud tanpa dukungan dan kepercayaan dari pemegang saham serta semua pemangku kepentingan yang terlibat. Dengan demikian, kami ingin menyampaikan rasa terima kasih yang mendalam kepada PT Semen Indonesia (Persero) Tbk sebagai perusahaan induk, dan kami percaya bahwa sinergi Holding SIG dapat menciptakan nilai tambah bagi seluruh pemangku kepentingan.

Kami mengucapkan terima kasih kepada Dewan Komisaris, atas kerja sama dan dukungan yang telah diberikan melalui pengawasan dan nasihat dalam pengelolaan Perusahaan. Direksi juga menyampaikan apresiasi kepada seluruh karyawan Semen Baturaja yang telah berdedikasi dan berusaha dalam pencapaian kinerja SMBR di tahun 2024.

Melalui pencapaian kinerja di tahun 2024, Direksi optimis dapat mempertahankan pertumbuhan bisnis yang solid di tahun berikutnya. Sejalan dengan hal tersebut, Direksi percaya bahwa kolaborasi strategis yang dibangun bersama holding dapat memungkinkan Perusahaan memberikan kontribusi yang signifikan terhadap percepatan pembangunan di Indonesia.

APPRECIATION

The Board of Directors is aware that SMBR's performance achievements as of 2024 cannot be achieved without the support and trust of shareholders and all stakeholders. For this, we extend our deep gratitude to PT Semen Indonesia Tbk (Persero) as the parent company and are optimistic that Holding SIG's synergy can continue to be improved as an effort to create value for all stakeholders.

We would like to express our gratitude to the Board of Commissioners for the cooperation and support provided through supervisory practices and providing advice on the management of the Company. The Board of Directors would also like to convey its appreciation to all Semen Baturaja employees for their dedication and hard work in achieving SMBR's performance in 2024.

Through the performance achievements in 2024, the Board of Directors is optimistic about being able to maintain solid business growth in the coming years. Along with that, the Board of Directors believes that strategic collaboration built with the holding company may enable the Company to make a strong contribution to accelerating the pace of development in Indonesia.

Jakarta, 30 April 2025
Jakarta, April 30, 2025
PT Semen Baturaja Tbk



SUHERMAN YAHYA
Direktur Utama
President Director





03

Profil Perusahaan

Company Profile

Menjadi *Green Cement Based Building Material Company* Terdepan di Indonesia.

To Become A Leading Green Cement-Based Building Material Company In Indonesi

Identitas Perusahaan
Corporate Identity

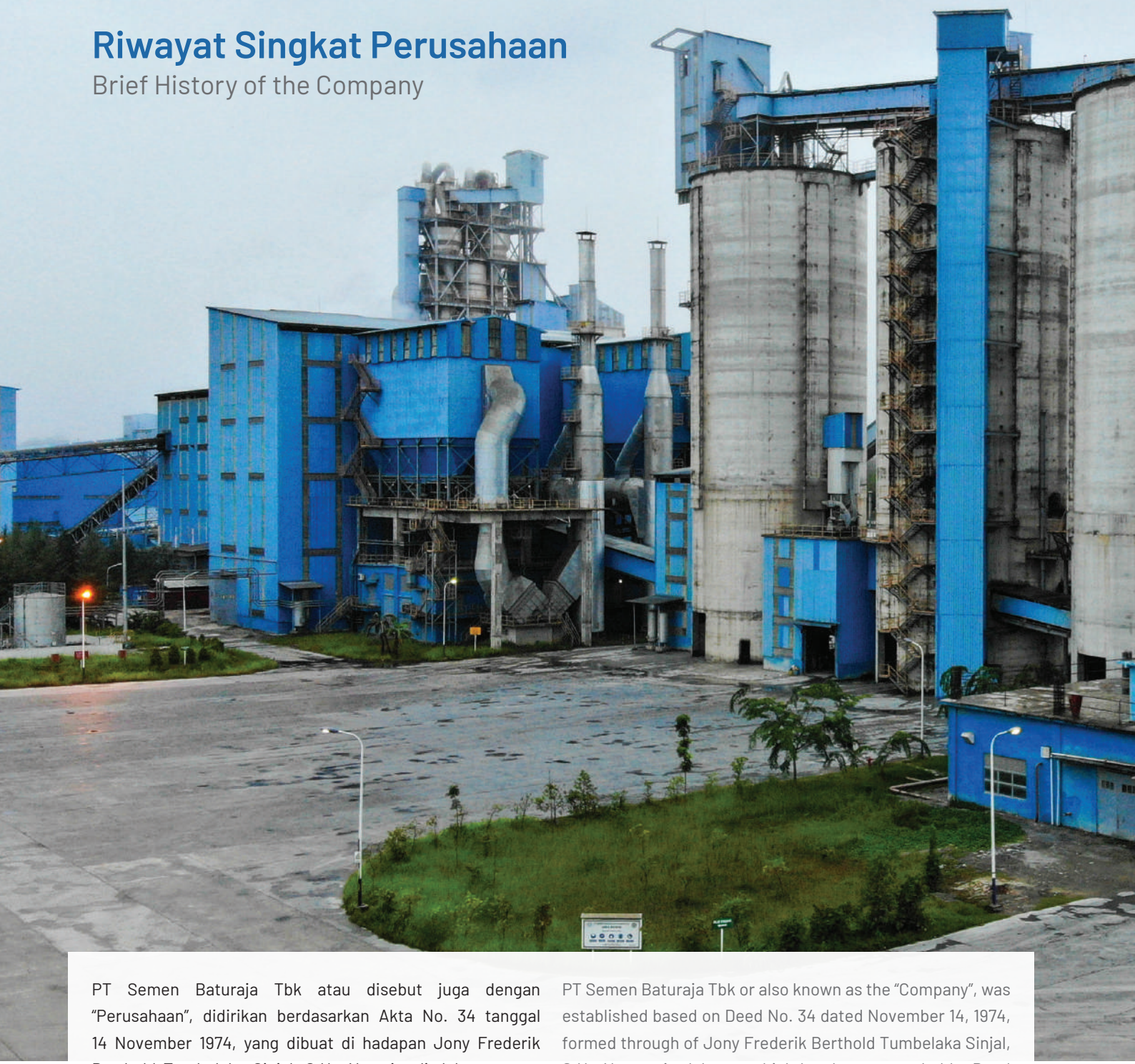
Nama Perusahaan / *Company Name*	**PT Semen Baturaja Tbk**
Dasar Hukum Pendirian / *Legal Basis of Establishment*	Akta No. 34 tanggal 14 November 1974, yang dibuat di hadapan Jony Frederik Berthold Tumbelaka Sinjal, S.H., Notaris, di Jakarta, yang telah diubah dengan Akta No. 49 tanggal 21 November 1974, yang dibuat dihadapan Notaris yang sama. Akta-akta ini telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan No. 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 07 Januari 1975. Deed No. 34 dated November 14, 1974, formed through Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal, S.H., Notary, in Jakarta, which was amended by Deed No. 49 dated November 21, 1974, made before the same Notary. These deeds have been approved by the Minister of Justice of the Republic of Indonesia with No. Y.A5/422/18 dated November 22, 1974, and has been registered at the Palembang District Court with No. 376/1974 dated November 22, 1974 and announced in Supplement No. 15 in State Gazette No. 2 of January 7, 1975.
Tanggal Pendirian / *Date of Establishment*	14 November 1974. November 14, 1974
Bidang Usaha / *Line of Business*	Di bidang persemenan, dan industri kimia dasar lainnya. In the field of cement production and in other basic chemical industry.
Entitas Anak / *Subsidiary*	PT Baturaja Multi Usaha
Kode Saham / *Stock Code*	SMBR
Pencatatan Saham di Bursa Saham / *Shares Listing on Stock Exchange*	Bursa Efek Indonesia (BEI) Indonesia Stock Exchange (IDX)
Penerbitan Saham / *Penerbitan Saham*	28 Juni 2013 June 28, 2013
Modal Dasar / *Authorized Capital*	Rp3.000.000.000.000
Modal Ditempatkan dan Disetor Penuh / *Issued and Fully Paid-In Capital*	Rp993.253.433.600
Kepemilikan Saham / *Shareholding*	Kepemilikan Saham Perusahaan per 31 Desember 2024: Company Shareholding as of December 31, 2024: **Saham Seri A (Dwiwarna)** **Series A Shares (Dwiwarna)** Pemerintah Republik Indonesia (1 Lembar) Government of the Republic of Indonesia (1 Sheet) **Saham Seri B** **Series B Shares** • PT Semen Indonesia (Persero) Tbk (75,51%) • PT Asuransi Jiwa IFG (8,40%) Kelompok Pemegang Saham Masyarakat < 5% (16,09%) Public < 5% (16,09%)

Identitas Perusahaan
Corporate Identity

Alamat Kantor dan Pabrik / *Office and Plant Address*	**Kantor Pusat & Pabrik / Head Office and Plant** Jl. Abikusno Cokrosuyoso Kertapati Palembang – 30258 P.O. Box 1175 Palembang – 30001 Telepon : (62) 711 - 511261 (*Hunting*) Fax : (62) 711 – 512126 **Kantor Perwakilan Jakarta / Jakarta Representative Office** Graha Irama Lt 11 Blok F Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia Telepon : (62) 21 – 5261113/5261114 Fax : (62) 21 – 5261411 **Pabrik Baturaja / Baturaja Plant** Jl. Raya Tiga Gajah Baturaja Ogan Komering Ulu, Sumatera Selatan 32117 Telepon : (62) 735-320344 / 320366 / 320368 Fax : (62) 735-320367 **Pabrik Panjang / Panjang Plant** Jl. Yos Sudarso KM 7 Panjang Bandar Lampung 35243 Telepon : (62) 721-31718 / 31818 / 31538 Fax : (62) 721-31343
Jumlah Karyawan / *Number of Employees*	854 orang (Per 31 Desember 2024) / 854 employees (as of December 31, 2024)
Akses Informasi Perusahaan / *Corporate Information and Access*	
E-mail	corsec.smbr@sig.id
Website Perusahaan / *Company Website*	www.semenbaturaja.co.id
Media Sosial / *Social Media*	ptsb.tbk.official @ptsb_tbk @pt.semenbaturaja SemenBaturajaTbk PT Semen Baturaja Tbk
Hubungan Investor/ *Investor Relation*	Manager Investor Relations 0711-511261 ext. 1510 ir.smbr@sig.id
Akses *Whistleblowing System* (WBS) Perusahaan / *Corporate WBS Access*	
Website	wbs.semenbaturaja.co.id
E-mail	wbs.smbr@sig.id
Surat / *Mail*	Surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada: / Letters by writing the WBS code on the outside of the letter envelope addressed to: VP of Corporate Secretary PT Semen Baturaja Tbk Jl. Abikusno Cokrosuyoso, Kertapati Palembang, Sumatera Selatan, 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 di hadapan Notaris yang sama.

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 07 Januari 1975.

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

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 07, 1975.



Riwayat Singkat Perseroan
Brief History of the Company

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.

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

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.

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 Sumatera, while 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

Riwayat Singkat Perseroan
Brief History of the Company

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.

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.

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 berproduksi hingga saat ini.

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.

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.

The Company continued to develop its organization and strategic vision, which led to the issuance of bonds worth Rp200 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.

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 *response* yang luar biasa, di tengah pertumbuhan kinerja Perusahaan yang tengah menggeliat.

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.

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.

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.

Riwayat Singkat Perseroan
Brief History of the Company

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

The Company utilized the funds from the public offering to construct the Baturaja II Plant, which has an annual capacity of producing 1,85 million tons of cement. With this 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.

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.

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.

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.

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.

Riwayat Singkat Perseroan

Brief History of the Company

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 di hadapan Aulia Taufani, S.H., Notaris, di Jakarta. Penandatanganan Akta tersebut mengakibatkan berubahnya komposisi kepemilikan saham Perusahaan, serta status dan nama Perusahaan dari PT Semen Baturaja (Persero) Tbk menjadi PT Semen Baturaja Tbk yang juga secara resmi berubah berdasarkan keputusan RUPSLB 24 Januari 2023.

On December 19, 2022, the Indonesian Government officially carried out a share investment by transferring the shares of the Republic of Indonesia in the amount of 7,499,999,999 Series B shares with a total value of Rp2,848,672,369,646 or representing 75.51% of the total issued and fully paid capital in Company to SIG, through the signing of Share Transfer Agreement Deed No. 15 dated December 19, 2022, made before Aulia Taufani, S.H., Notary, in Jakarta. The signing of this Deed resulted in a change in the composition of the Company's share ownership, as well as the status and name of the Company from PT Semen Baturaja (Persero) Tbk to PT Semen Baturaja Tbk which was also officially changed based on the EGMS decision on January 24, 2023.

Dengan 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.

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.

Perusahaan juga terus berupaya untuk meningkatkan kinerja Perusahaan dengan memperluas skala bisnis dan jaringan distribusi, agar dapat menjangkau pasar yang lebih luas. Saat ini, pasar utama Perusahaan adalah wilayah Sumatera

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 Sumatera, Lampung, and other regions in Indonesia that

Riwayat Singkat Perseroan
Brief History of the Company

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.

Di tahun 2024 Perusahaan berkomitmen untuk menghadirkan produk berkualitas ramah lingkungan dan mendukung praktik berkelanjutan, atas konsistensi dan kerja keras seluruh insan SMBR, Perusahaan berhasil mendapatkan sertifikat *Green Label Indonesia* dengan Predikat *Gold* dari Lembaga Green Product Council Indonesia (GPCI) dan meraih penghargaan peringkat Hijau dalam Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER) dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK) Republik Indonesia atas komitmennya dalam praktik ramah lingkungan yang melampaui kepatuhan (*beyond compliance*).

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.

In 2024, the Company strived to present environmentally friendly quality products and support sustainable practices. Through all of SMBR employees' consistency and hard work, the Company has succeeded in obtaining the Green Label Indonesia certificate with a Gold Predicate from the Green Product Council Indonesia (GPCI) and has received a Green rating in the Corporate Performance Rating Program in Environmental Management (PROPER) from the Ministry of Environment and Forestry (KLHK) of the Republic of Indonesia for its commitment to environmentally friendly practices that go beyond compliance.

Informasi Perubahan Nama dan Status Badan Hukum Perusahaan
Information on Change of Company Name and Status

Sejak awal berdiri pada tanggal 14 November 1974, PT Semen Baturaja Tbk telah banyak mengalami dan/atau melakukan perubahan nama dan status Perusahaan. Informasi perubahan nama dan status Perusahaan adalah sebagai berikut:

Since its establishment on November 14, 1974, PT Semen Baturaja Tbk has undergone various changes in name and its Company status. Information on the change of Company's name and status is as follows:

1974

PT Semen Baturaja pada 14 November 1974
PT Semen Baturaja on November 14, 1974

1980

PT Semen Baturaja (Persero) pada 19 Agustus 1980
PT Semen Baturaja (Persero) on August 19, 1980

2013

PT Semen Baturaja (Persero) Tbk pada 14 Maret 2013
PT Semen Baturaja (Persero) Tbk on March 14, 2013

2022

PT Semen Baturaja Tbk pada 19 Desember 2022
PT Semen Baturaja Tbk on December 19, 2022

Jejak Langkah
Milestones

1974
Tanggal 14 November 1974, pendirian PT Semen Baturaja
PT Semen Baturaja was established on November 14, 1974

1980
Tanggal 19 Agustus 1980, perubahan status Perusahaan dari PT Semen Baturaja menjadi PT Semen Baturaja (Persero).
On August 19, 1980, the Company's status changed from PT Semen Baturaja to PT Semen Baturaja (Persero)

1991
Tanggal 15 Oktober 1991, seluruh saham Perusahaan diambil alih secara penuh oleh Pemerintah Republik Indonesia.
On October 15, 1991, all of the Company's shares were fully transferred the Government of the Republic of Indonesia.

1992
Perusahaan meningkatkan kapasitas melalui Proyek Optimalisasi I (OPT I) dengan kapasitas terpasang menjadi 550.000 ton semen per tahun
The Company increased capacity through Optimization Project I (OPT I) with an installed capacity of 550,000 tons of cement per year

1996
Perusahaan melaksanakan proyek lanjutan Optimalisasi II (OPT II) dengan target peningkatan kapasitas sebesar 1,25 juta ton semen per tahun
The Company implemented the follow-up Optimization II (OPT II) project with a target of increasing capacity by 1.25 million tons of cement per year

2001
Proyek Optimalisasi II (OPT II) telah selesai dilaksanakan
Optimization Project II (OPT II) has been completed

2011
Perusahaan menambah kapasitas produksi melalui proyek Cement Mill dan Packer dengan kapasitas 750.000 ton per tahun
The Company increased production capacity through the Cement Mill and Packer project with a capacity of 750,000 tons per year

2013
- Tanggal 28 Juni 2013, Perusahaan melakukan aksi korporasi penawaran saham perdana atau *Initial Public Offering* (IPO) di Bursa Efek Indonesia (BEI) dengan kode saham "SMBR"
- Perusahaan mengubah status Perusahaan dari PT Semen Baturaja (Persero) menjadi PT Semen Baturaja (Persero) Tbk
- On June 28, 2013, the Company carried out an initial public offering (IPO) on the Indonesia Stock Exchange (BEI) with the stock code "SMBR"
- The Company changed its status from PT Semen Baturaja (Persero) to PT Semen Baturaja (Persero) Tbk

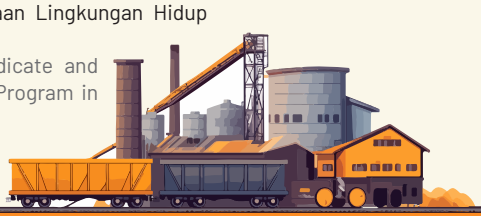
2015
Pembangunan Pabrik Baturaja II
Construction of Baturaja II Factory

2017
Kapasitas produksi semen menjadi sebesar 3,85 juta ton semen per tahun
Cement production capacity became 3.85 million tons of cement per year

2022
Perubahan status dan nama Perusahaan dari PT Semen Baturaja (Persero) Tbk menjadi PT Semen Baturaja Tbk
Change of status and name of the Company from PT Semen Baturaja (Persero) Tbk to PT Semen Baturaja Tbk

2023
Perusahaan menjadi *Market Leader* di Sumatera Bagian Selatan (Sumbagsel) yang menjadi wilayah pasar utama Perusahaan, dengan *Market Share* sebesar 33%
The Company is the Market Leader in South Sumatera (Sumbagsel), which is the Company's main market area, with a Market Share of 33%

2024
Perusahaan mendapatkan sertifikat *Green Label* Indonesia dengan Predikat *Gold* dan meraih penghargaan peringkat Hijau dalam Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER)
The Company received the Green Label Indonesia certificate with Gold Predicate and won the Green rating award in the Company Performance Rating Assessment Program in Environmental Management (PROPER)



Bidang Usaha
Line of Business



KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR PERUSAHAAN

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan yang terakhir diubah dan disahkan melalui Akta No. 69 tanggal 29 Mei 2024 yang dibuat di hadapan Aulia Taufani, 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.

BUSINESS ACTIVITIES BASED ON THE COMPANY'S ARTICLES OF ASSOCIATION

ccording to Article 3 of the Company's Articles of Association, which was last amended and ratified by Deed No. 69 dated May 29, 2024, formed through Aulia Taufani, 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.

Bidang Usaha
Line of Business

KEGIATAN USAHA UTAMA

Perusahaan memiliki komitmen untuk mencapai maksud dan tujuan tersebut dengan 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
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. *Treatment* dan pembuangan Limbah berbahaya
23. Sewa guna usaha tanpa hak opsi intelektual properti, bukan karya hak cipta

KEGIATAN USAHA PENUNJANG

Perusahaan melakukan kegiatan usaha penunjang/pendukung yang berhubungan dengan semen dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki, di antaranya:

CORE BUSINESS ACTIVITIES

The Company's commitment to achieve the aims and objectives by engaging the following main business activities:

1. Mining and other quarrying supporting activities
2. Cement industry
3. Manufacture of goods from cement and lime for construction
4. Manufacture of goods made of cement, lime, gypsum and other asbestos
5. Manufacture of mortar or ready mix concrete
6. Iron sand mining
7. Mining of iron ore
8. Excavation of limestone / limestone
9. Soil and clay excavation
10. Trass excavation
11. Quarrying of stone, sand and other clay
12. Machine repair for general purposes
13. Installation/installation of industrial machines and equipment
14. Research and development of technology and engineering
15. Other technical analysis and tests
16. Warehousing and storage
17. Warehousing and other storage
18. Provision of human resources and management of human resources functions
19. Wholesale trade of various kinds of building materials
20. Web portals and/or digital platforms with commercial purposes
21. Wholesaling of cement, lime, sand and stone
22. Treatment and disposal of hazardous waste
23. Lease without intellectual property option rights, not copyrighted works

SUPPORTING BUSINESS ACTIVITIES

The Company may engage in supporting businesses related to cement to maximize its resource utilization, such as:

Bidang Usaha
Line of Business

1. Pengumpulan air limbah berbahaya;
2. Pengumpulan air limbah tidak berbahaya;
3. *Treatment* dan pembuangan air limbah tidak berbahaya;
4. *Treatment* 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 (*plambing*);
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. Jasa penyelenggara event khusus (*special event*);
16. Pendidikan teknik swasta;
17. *Real estate* yang dimiliki sendiri atau disewa;
18. Fasilitas lapangan;
19. Fasilitas gelanggang/arena;
20. Fasilitas stadion;
21. Fasilitas pusat kebugaran/*fitness center*;
22. Fasilitas sirkuit;
23. Kawasan industri;
24. Kedai makanan;
25. Aktivitas praktik dokter;
26. Perdagangan eceran barang dan obat farmasi untuk manusia di apotek

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 waste water;
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. Special event organizer services;
16. Private engineering education;
17. Owned or rented real estate;
18. Field facilities;
19. Arena facilities;
20. Stadium facilities;
21. Fitness center facilities;
22. Circuit facilities;
23. Industrial area;
24. Food stalls;
25. Doctor's practice activities;
26. Retail trade of pharmaceutical goods and drugs for humans in pharmacies.

KEGIATAN USAHA YANG DIJALANKAN PERUSAHAAN PADA TAHUN BUKU

Kegiatan usaha yang dijalankan Perusahaan pada tahun buku telah sesuai berdasarkan dengan Anggaran Dasar Perusahaan yang terakhir diubah dan disahkan melalui Akta No. 69 tanggal 29 Mei 2024 yang dibuat di hadapan Aulia Taufani, S.H.

BUSINESS ACTIVITIES CARRIED OUT BY THE COMPANY IN THE FISCAL YEAR

The business activities carried out by the Company in the fiscal year were in accordance with the Company's Articles of Association which were last amended and ratified through Deed No. 69 dated May 29, 2024 made before Aulia Taufani, S.H.

Bidang Usaha
Line of Business

PRODUK YANG DIHASILKAN

Perusahaan bergerak di bidang usaha persemenan. Perusahaan memproduksi 4 (empat) jenis semen, sesuai dengan Pasal 3 Anggaran Dasar Perusahaan. Produk semen yang dihasilkan oleh Perusahaan adalah sebagai berikut:

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. The cement products produced by the Company are as follows:

Jenis Semen / *Cement Type*	Deskripsi / *Description*
Ordinary Portland Cement (OPC) Type I	Jenis Portland Tipe I digunakan untuk pemakaian secara umum, tidak memerlukan persyaratan khusus seperti diprasyaratkan 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. / 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. Adapun sertifikat produk penggunaan tanda SNI untuk *Ordinary Portland Cement* (OPC) *Type* I (SNI 2049:2015 No. 031/BSKJI/Baristand-Palembang/ MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026) dan (SNI 2049-1:2020 No. 030/BSPJI-Palembang/MS.1/V/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027. / The product certificate for using the SNI mark for Ordinary Portland Cement (OPC) Type I (SNI 2049:2015 No. 031/BSKJI/Baristand-Palembang/ MS.1/III/2022) is valid from March 22, 2022 to March 21, 2026) and (SNI 2049-1:2020 No. 030/BSPJI-Palembang/MS.1/V/2023) which is valid from May 03, 2023 to May 02, 2027.
Ordinary Portland Cement (OPC) Type II	Jenis Portland Tipe II digunakan untuk pemakaian yang membutuhkan ketahanan terhadap sulfat dan panas hidrasi sedang. OPC Tipe II biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, tanah rawa, dermaga, saluran irigasi dan bendungan. / 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. Adapun sertifikat produk penggunaan tanda SNI untuk Ordinary Portland Cement (OPC) Type II (SNI 2049:2015 No. 032/BSKJI/ Baristand Palembang/MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 21 Maret 2026 dan (SNI 2049-1:2020 No. 031/BSPJI-Palembang/MS.1/V/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027. / The product certificate for using the SNI mark for Ordinary Portland Cement (OPC) Type II (SNI 2049:2015 No. 032/BSKJI/Baristand Palembang/MS.1/III/2022) is valid from March 22, 2022 to March 21, 2026 and (SNI 2049-1:2020 No. 031/BSPJI-Palembang/MS.1/V/2023) which is valid from May 03, 2023 to May 02, 2027.

Bidang Usaha
Line of Business

Jenis Semen / *Cement Type*	Deskripsi / *Description*
Ordinary Portland Cement (OPC) Type V	Jenis Portland Tipe V digunakan untuk pemakaian yang membutuhkan ketahanan terhadap sulfat yang tinggi. OPC Tipe V biasanya diaplikasikan pada bangunan konstruksi di bawah air, pelabuhan, terowongan, kawasan tambang, bangunan Instalasi Pengolahan Air Limbah (IPAL) dan *project geothermal*. / 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. Adapun sertifikat produk penggunaan tanda SNI untuk Ordinary Portland Cement (OPC) Type V (SNI 2049:2015 No. 033/BSKJI/Baristand-Palembang/MS.1/III/2022) yang berlaku mulai 22 Maret 2022 sampai dengan 16 Juli 2026 dan (SNI 2049-1:2020 No. 031/BSPJI-Palembang/MS.1/V/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027. / The product certificate for using the SNI mark for Ordinary Portland Cement (OPC) Type V (SNI 2049:2015 No. 033/BSKJI/Baristand-Palembang/MS.1/III/2022) is valid from March 22, 2022 to July 16, 2026 and (SNI 2049-1:2020 No. 031/BSPJI-Palembang/MS.1/V/2023) which is valid from May 03, 2023 to May 02, 2027.
Portland Composite Cement (PCC)	Jenis PCC ditujukan untuk pemakaian secara umum dan untuk semua mutu beton. Selain itu, juga digunakan untuk struktur bangunan bertingkat sampai dengan gedung bertingkat tinggi, struktur bangunan di tepi pantai dan bangunan pada tanah rawa/tanah 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, kedap air dan kekuatan tekan yang baik. / 18 Juni 2025. 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. Adapun sertifikat produk penggunaan tanda SNI untuk Portland Composite Cement (PCC) (SNI 7064:2014 No. 015/BSPJI-Palembang/MS.1/II/2023) yang berlaku mulai 31 Mei 2021 sampai dengan 18 Juni 2025 dan (SNI 7064:2022 No. 005/BSPJI-Palembang/MS.5/X/2023) yang berlaku mulai 03 Mei 2023 sampai dengan 02 Mei 2027. / The product certificate for using the SNI mark for Portland Composite Cement (PCC)(SNI 7064:2014 No. 015/BSPJI-Palembang/MS.1/II/2023) is valid from May 31, 2021 to June 18, 2025 and (SNI 7064: 2022 No. 005/BSPJI-Palembang/MS.5/X/2023 which is valid from May 03, 2023) to May 02, 2027.

Bidang Usaha
Line of Business

Selain produk semen, Perusahaan juga memproduksi produk turunan dan derivatif seperti:

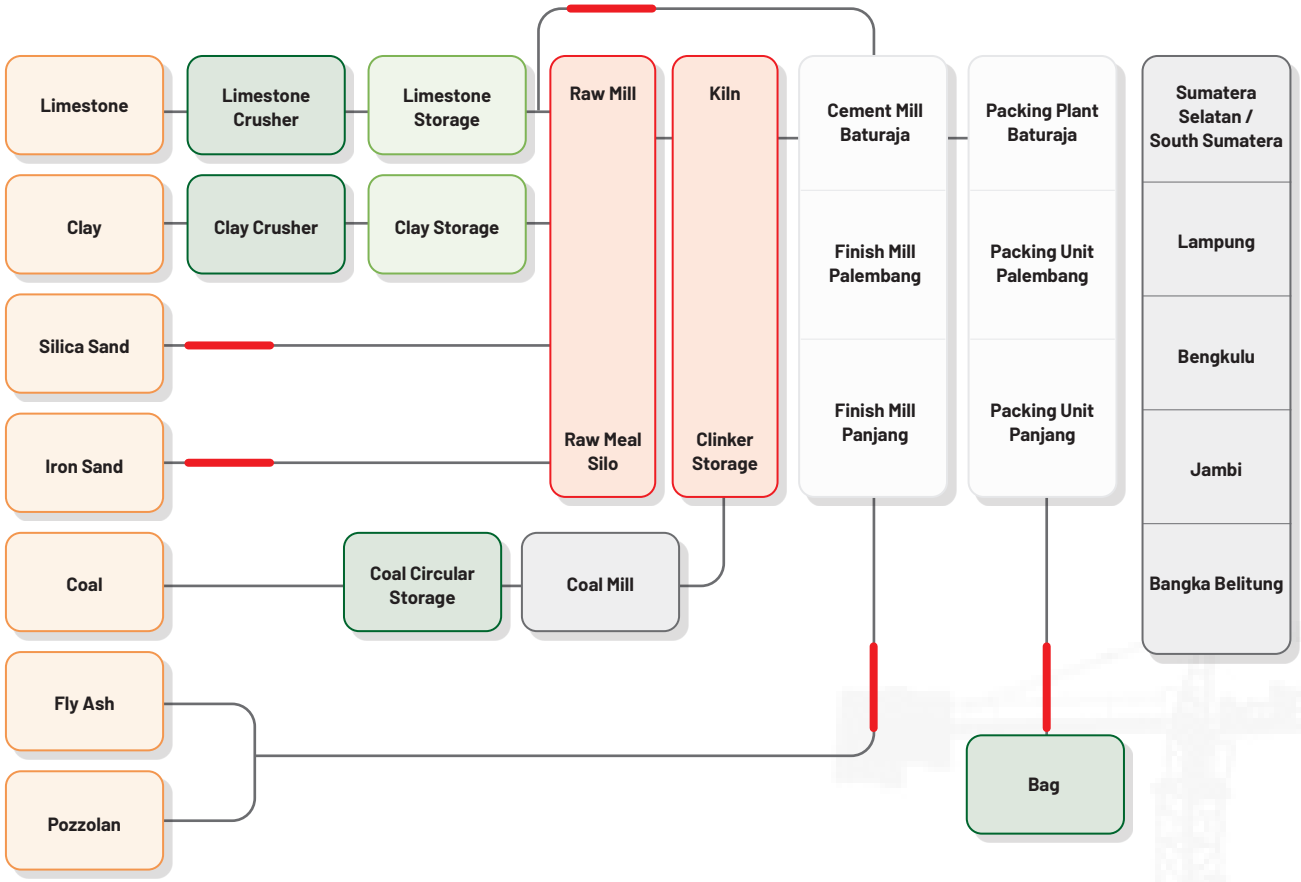
In addition to cement products, the Company also produces derivative products such as:

Produk Turunan / *derivative products*	Uraian / *Description*
White Clay	*White Clay* atau Tanah Liat Putih merupakan salah satu produk turunan yang dihasilkan oleh Perusahaan. Bahan baku *White Clay* diperoleh dari proses penambangan di area milik Perusahaan yang kemudian digiling dan dikeringkan. *White Clay* digunakan sebagai salah satu bahan dalam proses pembuatan keramik dan pupuk NPK. / White Clay is one of the derivatives produced by the Company. The raw material for White Clay is obtained from the mining process in the Company's area which is then milled and dried, and it is used as one of the ingredients in both ceramic and NPK fertilizer production processes. SMBR berhasil mendapatkan hak paten dari Direktorat Jenderal Kekayaan Intelektual Kementerian Hukum dan Hak Asasi Manusia (KemenkumHAM) Republik Indonesia atas Proses Produksi *White Clay* sebagai bahan baku pupuk NPK dengan Nomor Paten: IDP000090055. / SMBR succeeded in obtaining a patent from the Directorate General of Intellectual Property of the Ministry of Law and Human Rights (KemenkumHAM) of the Republic of Indonesia for the White Clay Production Process as a raw material for NPK fertilizer with Patent No: IDP000090055
Ground Limestone	*Ground Limestone* atau Batu Kapur pecah merupakan produk sampingan SMBR yang digunakan di Pembangkit Listrik Tenaga Uap (PLTU) untuk mengurangi emisi Sulfur Dioksida (SOx) dari hasil pembakaran batu bara, serta dapat juga digunakan untuk mengurangi keasaman dalam lingkungan dan air sebagai netralisasi limbah asam tambang dan air asam. / Ground Limestone is a by-product of SMBR used in Steam Power Plants (PLTU) to reduce Sulfur Dioxide (SOx) emissions from coal combustion, and it can also be used to reduce acidity in the environment and water as a neutralizer of acid mine waste and acid water.

Bidang Usaha
Line of Business

PROSES PEMBUATAN SEMEN

CEMENT MAKING PROCESS



Bidang Usaha
Line of Business

TAHAPAN PROSES PEMBUATAN SEMEN • STAGES OF CEMENT MANUFACTURING PROCESS

1. *Quarry*

Tahap pertama dari pembuatan semen adalah dengan melakukan penambangan batu kapur dan tanah liat sebagai bahan baku utama di *quarry* milik Perusahaan. Penambangan batu kapur dilakukan dengan cara peledakan dan *surface miner*, sedangkan untuk memperoleh tanah liat dilakukan dengan cara pengerukan. Selanjutnya batu kapur dan tanah liat diangkut ke *crusher* dengan *dump truck*.

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.

2. *Crusher*

Di tahap ini, batu kapur dan tanah liat mengalami pengecilan ukuran sampai dengan 8 cm untuk kemudian disimpan di *stock pile (storage).*

At this stage, the limestone and clay undergo size reduction to approximately 8 cm and are then stored in the stockpile.

3. *Storage*

Hasil dari proses penambangan, yakni batu kapur dan tanah liat ditampung dalam *storage,* selanjutnya dilakukan proses prehomogenisasi yang disebut *reclaimer*. Proses prehomogenisasi di *reclaimer* adalah proses yang sangat penting untuk menjamin kualitas dari produk yang dihasilkan baik dari *raw meal* hingga produk akhir yaitu semen.

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.

4. *Raw Mill*

Batu kapur dan tanah liat yang ada di *stock pile*, kemudian dimasukkan ke dalam *raw mill* ditambahkan pasir besi dan pasir silika untuk digiling dan dikeringkan menjadi *raw meal. Raw meal* atau tepung baku adalah bahan baku untuk pembuatan terak (*clinker). Raw meal* memiliki tekstur seperti *powder* yang fisiknya mempunyai kehalusan tertentu. *Raw meal* mempunyai sifat fisika dan sifat kimia tertentu yang dijadikan parameter kontrol kualitas produk. Sifat kimia digunakan sebagai pengatur proporsi bahan-bahan yang diumpankan ke dalam proses. *Raw meal* dihasilkan dari sebuah sistem peralatan yaitu *raw mill plant* yang terdiri dari alat-alat utama, sistem transportasi dan alat-alat separasi untuk kemudian disimpan di *raw meal* silo.

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.

Bidang Usaha
Line of Business



5. Pemanasan dan Pembakaran (*Kiln*) • Heating and Combustion

Raw meal yang sudah jadi, dan disimpan dalam CF Silo digunakan sebagai umpan kiln *(kiln feed)* 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 batubara, yang telah digiling dan dikeringkan melalui *coal mill*. Sebagian terak digunakan oleh *cement mill* Baturaja dan juga *finish mill* di Palembang dan Panjang. Terak untuk *finish mill* di Palembang diangkut dengan kereta api dan truk sedangkan terak untuk *finish mill* di Panjang menggunakan angkutan *truck* dan kereta untuk diproses menjadi semen curah.

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 finish mills use a portion of the resulting clinker. The finish mill in Palembang is transported by train and trucks, while the finish mill in Panjang is transported by train and trucks for processing into bulk cement.

6. Penggilingan *Clinker* (*Cement Mill*) • Cement Mill

Terak yang dikirim dari Silo Terak Baturaja digiling di *cement mill* dengan menambahkan *gypsum* dan bahan ketiga. Material ini bersama-sama diumpankan ke *cement mill* 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 *gypsum*. Setelah didapat semen yang berkualitas maka semen tersebut disimpan melalui silo semen kemudian dipindahkan ke bin semen melalui air *slide, belt conveyor*, dan *vibrating screen*. Keluaran dari silo semen berupa semen curah, yang sebagian dijual dalam bentuk semen curah dengan alat transportasi berupa mobil kapsul dan gerbong kereta kapsul ke Palembang, Baturaja, dan Lampung dan sebagian dikemas di *Packing Plant*.

The clinker, which is transported from the Clinker Silo in Baturaja, is ground in the cement mill by adding gypsum 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 gypsum. 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.

7. Pengantongan Semen (*Packing Plant*) • Cement Packing

Packing plant adalah sebuah kombinasi mesin dari alat angkut sampai ke *packer*. *Packer* berfungsi untuk melakukan pembungkusan atau pengepakan semen bungkus atau zak sesuai timbangan berat yang ditetapkan. *Packer* merupakan unit terakhir dari proses produksi dari suatu pabrik semen di mana produk packer yang telah dikemas berupa semen zak 50 kg, dan *big bag* 1 ton dipasarkan di Sumatera Selatan, Lampung, Bengkulu, Jambi dan Bangka Belitung.

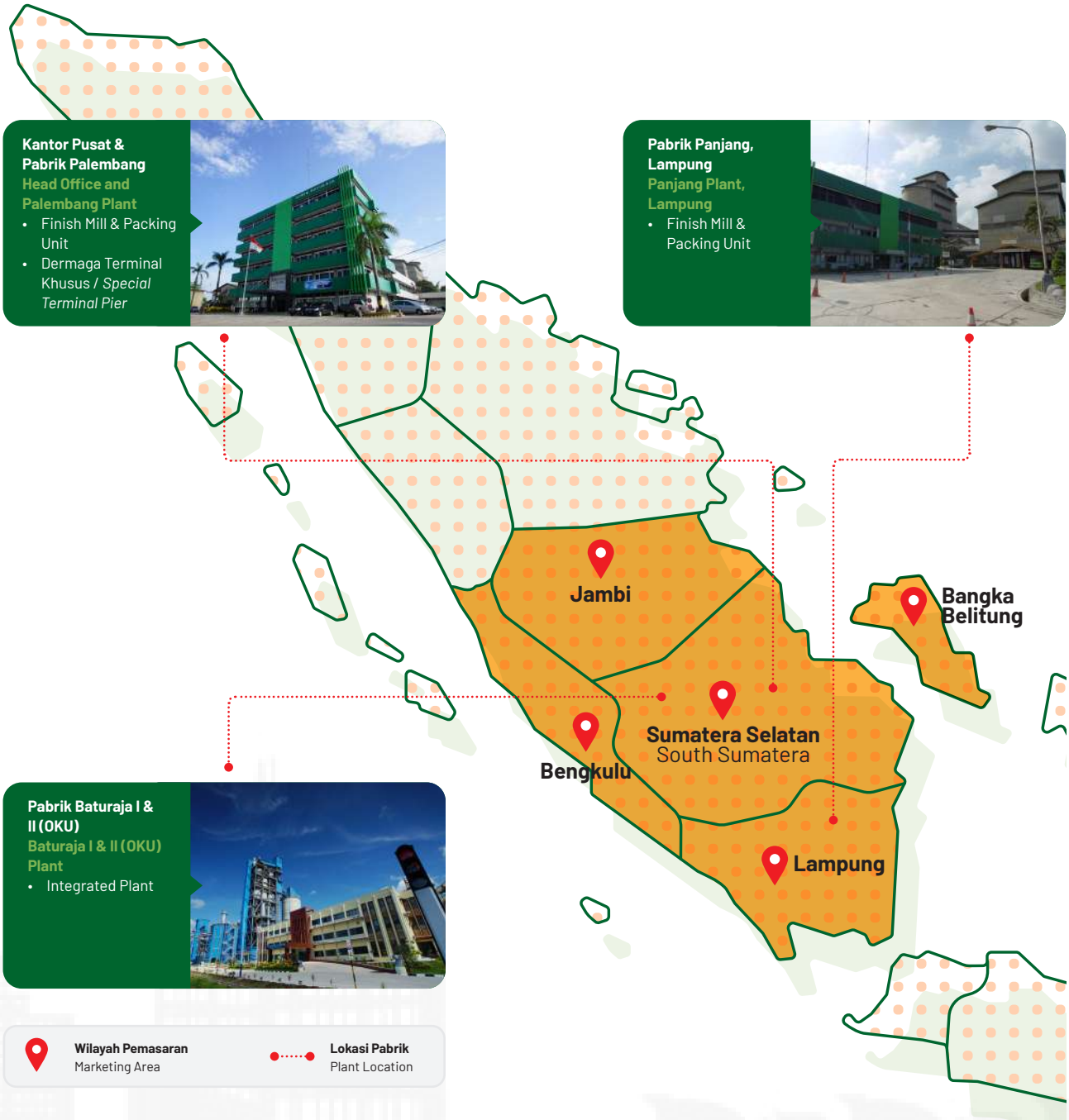
The packing plant is a combination of machinery and apparatus consisting of transport tools up to the packer unit. The packer functions to wrap or pack cement in bags or sacks with a fixed weight. The packer is the last unit in the cement plant's production process, and the packed products come in the form of 50-kg cement sacks and 1-ton big bags, which are then distributed in South Sumatera, Lampung, Bengkulu, Jambi and Bangka Belitung.

Jaringan Bisnis dan Wilayah Operasional

Business Network and Operating Areas

Jaringan Bisnis dan Wilayah operasional industri semen PT Semen Baturaja Tbk tersebar di beberapa titik, yakni Sumatera 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 Sumatera, Lampung, Jambi, Bengkulu, and Bangka Belitung. The Company serves distributors and batching plants located in these areas.



Makna Logo Perusahaan
Corporate Logo Meaning



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

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

REVIU VISI DAN MISI OLEH MANAJEMEN

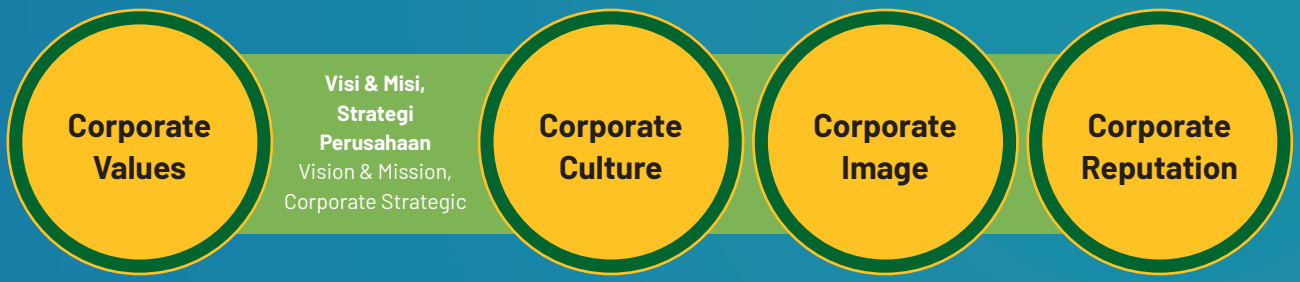
Setiap tahunnya, Visi dan Misi Perusahaan senantiasa ditinjau secara berkala oleh Dewan Komisaris dan Direksi. Visi dan Misi Perusahaan senantiasa dievaluasi untuk memastikan relevansinya dengan perkembangan bisnis Perusahaan. Reviu dilakukan dengan disesuaikan pada Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024. Visi dan misi Perusahaan telah direviu dan disetujui dengan disetujuinya buku RKAP tahun 2023 melalui surat Dewan Komisaris SMBR No. S-20/DK-SB/XII/2023 tanggal 01 Desember 2023.

Vision, Mission, and Corporate Culture

Vision, Mission, and Corporate Culture

BUDAYA PERUSAHAAN • *CORPORATE CULTURE*





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. 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 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.

SMBR yang merupakan bagian dari anak perusahaan 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 subsidiary of 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 Capital 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.

VISION AND MISSION REVIEW BY MANAGEMENT

Every year, the Board of Commissioners and Board of Directors review the Company's vision and mission. The review is carried out in accordance with the Company's 2020-2024 Long-Term Plan (RJPP). The Board of Commissioners and Board of Directors always ensure that the vision and mission are relevant to the Company's business development. Based on the letter of the SMBR Board of Commissioners No. S-20/DK-SB/XII/2023 dated December 1, 2023. The Company approved the vision and mission for the 2023 fiscal year.

Vision, Mission, and Corporate Culture

Vision, Mission, and Corporate Culture

Perusahaan menerapkan prinsip nilai budaya AKHLAK di lingkup Perusahaan sebagai *core values* Insan SMBR. Informasi nilai budaya Perusahaan adalah sebagai berikut:

The following are core values of SMBR personnel, which reflect the implementation of AKHLAK Corporate Value principle within the Company:

A	**AMANAH / *TRUSTWORTHY***	Kami memegang teguh kepercayaan yang diberikan, dengan: / Firmly hold the trust bestowed upon us, by: • Memenuhi janji dan komitmen / Fulfilling the promises and commitments • Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan / Being responsible for the duties, decisions and actions undertaken • Berpegang teguh kepada nilai moral dan etika / Adhering to moral and ethical values
K	**KOMPETEN / *COMPETENT***	Kami terus belajar dan mengembangkan kapabilitas, dengan: / Continuously learning and developing our capabilities, by: • Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah / Improving self-competencies to adhere to everchanging challenges • Membantu orang lain belajar / Helping others to learn • Menyelesaikan tugas dengan kualitas terbaik/ Completing tasks in the best quality
H	**HARMONIS / *HARMONIOUS***	Kami saling peduli dan menghargai perbedaan, dengan: / Caring for one another and respect diversity, by: • Menghargai setiap orang, apa pun latar belakangnya / Respecting each individual regardless of background • Suka menolong orang lain / Keen on helping others • Membangun lingkungan kerja yang kondusif / Fostering a conducive working environment
L	**LOYAL / *LOYAL***	Kami berdedikasi dan mengutamakan kepentingan bangsa dan negara, dengan: / Dedicated and prioritize the interests of the nation and the state, by: • Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara / Maintaining good reputation of fellow employees, leaders, BUMN and the State • Rela berkorban untuk mencapai tujuan yang lebih besar / Willing to sacrifice for achieving bigger goals • Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika / Obeying the leaders as long as it does not conflict with the laws and ethics
A	**ADAPTIF / *ADAPTIVE***	Kami terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan, dengan: / Continuously innovating and are enthusiastic in mobilizing or facing change, by: • Cepat menyesuaikan diri untuk menjadi lebih baik / Quick in self-adapting to be better • Terus menerus melakukan perbaikan mengikuti perkembangan teknologi / Continually making improvements to keep up with technology development • Bertindak proaktif / Being proactive
K	**KOLABORATIF / *COLLABORATIVE***	Kami membangun kerja sama yang sinergis, dengan: / Cultivate joint cooperation in synergy, by: • Memberi kesempatan pada semua pihak untuk berkontribusi / Providing the opportunities to all parties to contribute • Terbuka dalam bekerja sama untuk menghasilkan nilai tambah / Being open to working together to achieve added value • Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama / Mobilizing the utilization of various resources for common goals

Vision, Mission, and Corporate Culture
Vision, Mission, and Corporate Culture

INTERNALISASI BUDAYA PERUSAHAAN

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 *Easy Access* dan SINTA, 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* Gedung Utama SMBR.

INTERNALIZATION OF CORPORATE CULTURE

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 Capital 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 Easy Access and SINTA, 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.

Keanggotaan Asosiasi
Membership in Industrial Associations

Di tahun 2024, SMBR telah terdaftar dalam keanggotaan asosiasi. Informasi keanggotaan asosiasi yang diikuti oleh Perusahaan adalah sebagai berikut:

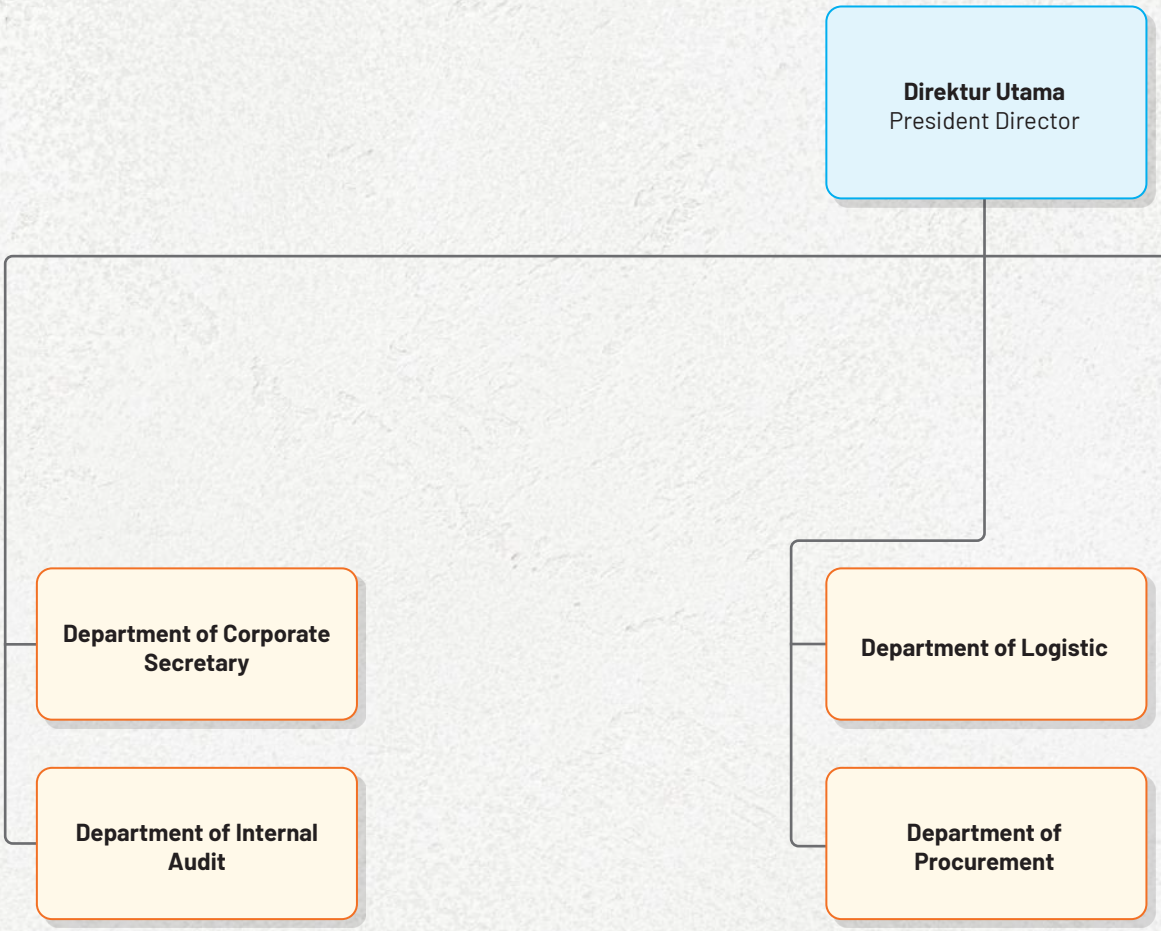
SMBR has been registered as a member of the association. Information on the association membership participated by the Company is as follows:

No	Asosiasi / *Association*	Keanggotaan / *Membership*
1	Asosiasi Semen Indonesia / Indonesian Cement Association	Anggota / Member
2	Asosiasi Emiten Indonesia / Indonesian Listed Companies Association	Anggota / Member
3	Indonesia Corporate Secretary Association (ICSA)	Anggota / Member
4	Forum Human Capital Indonesia (FHCI) / Indonesian Human Capital Forum (FHCI)	Anggota / Member
5	Forum Humas BUMN (FH BUMN) / SOE Public Relations Forum (FH BUMN)	Anggota / Member
6	Forum Hukum BUMN / SOE Law Forum	Anggota / Member
7	Federasi Serikat Pekerja Industri Semen Seluruh Indonesia (FSP ISSI) / Federation of Indonesian Cement Industry Workers Union (FSP ISSI)	Deputi Ketua Umum / Deputy Chairman

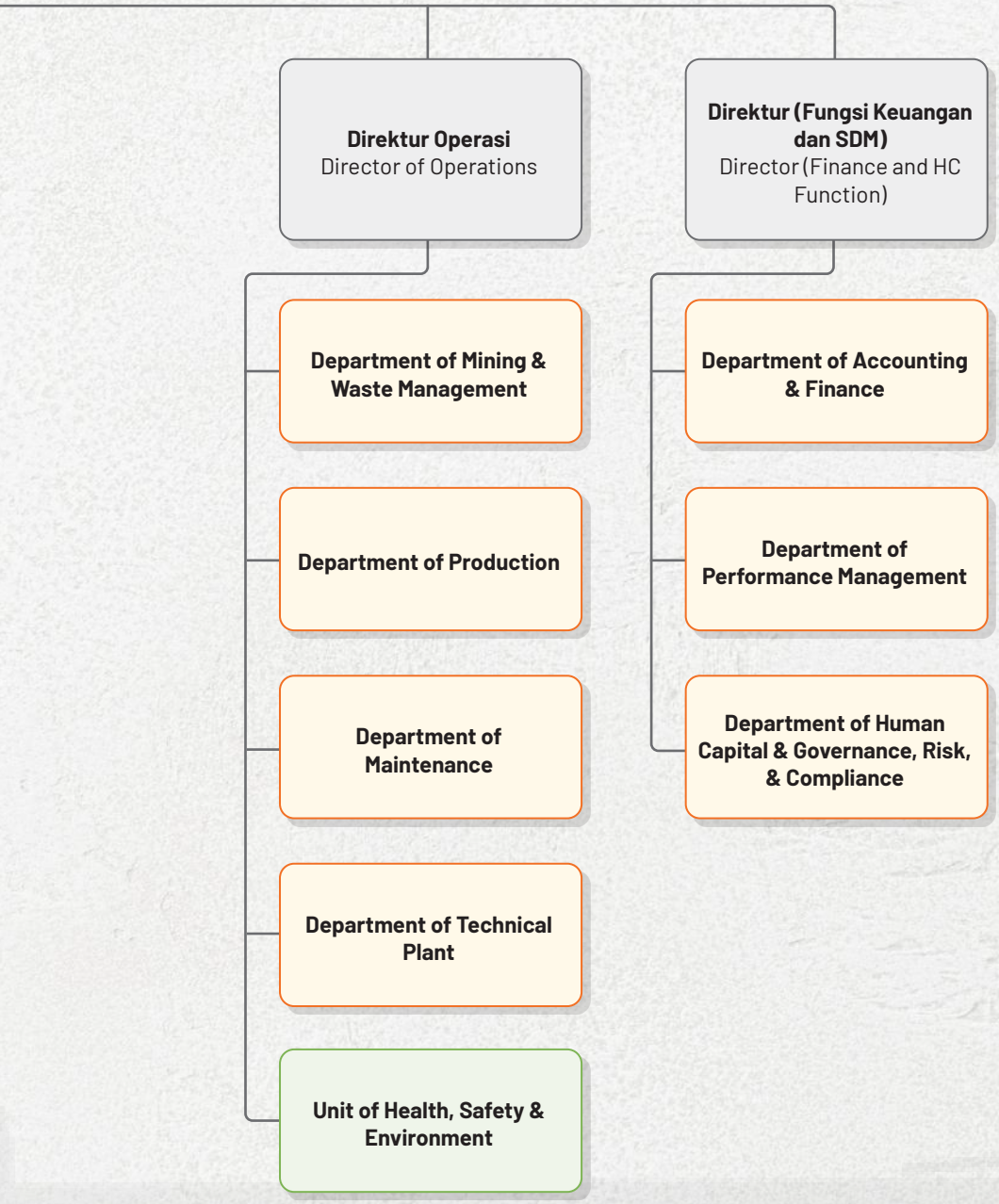
Struktur Organisasi
Organizational Structure

Struktur Organisasi Perusahaan telah ditetapkan berdasarkan Surat Keputusan Direksi No. PH.01.04/173/2024 tanggal 01 Oktober 2024. Informasi struktur organisasi Perusahaan adalah sebagai berikut:

The Company's Organization Structure has been established in the Decree of the Board of Directors PH.01.04/173/2024 dated October 1, 2024. Information on the Company's organizational structure is as follows:



Struktur Organisasi
Organizational Structure



Informasi Struktur Organisasi di Bawah Direksi

Information on Organizational Structure Under the Board of Directors



SUHERMAN YAHYA
Direktur Utama
President Director



HARI LIANDU
Department of Corporate Secretary



HERU RUSDIANSYAH
Department of Internal Audit



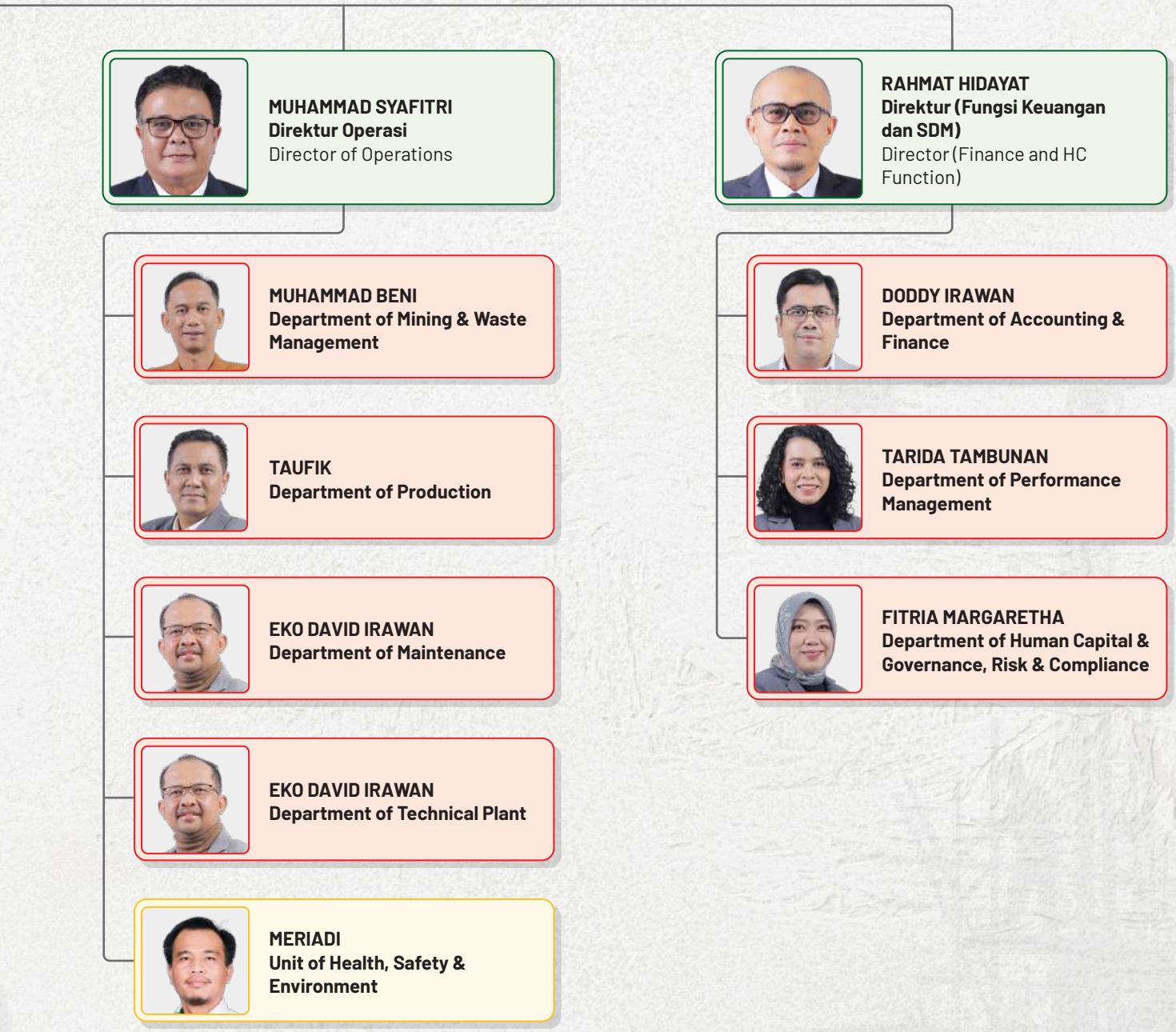
JOGY ALPHA MEDIARTA
Department of Logistic



BASTHONY SANTRI
Department of Procurement

Informasi Struktur Organisasi di Bawah Direksi

Information on Organizational Structure Under the Board of Directors



Informasi Struktur Organisasi di Bawah Dewan Komisaris

Information on Organizational Structure Under the Board of Commissioners



ALEX ISKANDAR MUNAF
Komisaris Utama / Independen
President / Independent Commissioner



HADI DARYANTO
Komisaris
Commissioner



AGUS DARMAWAN
Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners

Komite Audit
Audit Committee



CHOWADJA SANOVA
Ketua
Chairman



ALEX ISKANDAR MUNAF
Anggota
Member



ABU BAKAR
Anggota
Member



RAMZA AZIZ
Anggota
Member

Informasi Struktur Organisasi di Bawah Dewan Komisaris

Information on Organizational Structure Under the Board of Commissioners



INOSENTIUS SAMSUL
KOMISARIS
Komisaris
Commissioner



CHOWADJA SANOVA
Komisaris Independen
Independent
Commissioner

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee



ALEX ISKANDAR MUNAF
Ketua
Chairman



INOSENTIUS SAMSUL
Wakil
Vice



CHOWADJA SANOVA
Anggota
Member



HADI DARYANTO
Anggota
Member

Komite Manajemen Risiko

Risk Management Committee



HADI DARYANTO
Ketua
Chairman



INOSENTIUS SAMSUL
Anggota
Member



FAHMI ANHAR NURDIYANTO
Anggota
Member



FRANSISCA NIKEN HANDINI
Anggota
Member

Profil Dewan Komisaris

Board of Commissioners Profile



ALEX ISKANDAR MUNAF

Komisaris Utama/ Komisaris Independen
President/ Independent Commissioner

Masa Jabatan / *Term of Office*	08 November 2023 – RUPS 2028, Periode Ke-1 (Satu) / November 8, 2023 – GMS 2028, First Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	63 tahun / 63 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Jakarta, 16 Maret 1961 / Jakarta, March 16, 1961
Domisili / *Domicile*	Tangerang Selatan, Banten / South Tangerang, Banten
Riwayat Penunjukan / *Background of Appointment*	Pertama kali diangkat sebagai Komisaris Utama merangkap Komisaris Independen PT Semen Baturaja Tbk Berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang digelar pada 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023 / First appointed as President Commissioner and concurrently Independent Commissioner of PT Semen Baturaja Tbk Based on the Decision of the Extraordinary General Meeting of Shareholders (EGMS) held on November 8 ,2023 as stated in the Notarial Deed of Aulia Taufani S.H., No. 21 November 8, 2023
Riwayat Pendidikan / *Educational Background*	• S3 PhD Program Economics – American University (1986-1989) • S2 Masters of Arts Applied Economic – American University (1984-1986) • S1 Bachelor of Science Business Administration – American University (1981-1984)
Riwayat Pekerjaan / *Work Experience*	• Komisaris Independen PT Perusahaan Listrik Negara (2021-2023) / Independent Commissioner of PT Perusahaan Listrik Negara (2021-2023) • Senior Lecturer Finance President University (2012-2018) • Executive Director ALATIEF Corporation (1993 – 1996) • Director PT BISMATEK – Business and Management Consultant (1993 – 1996) • Head of Laboratory for Economics, Management and Quantitative – Economics School for Finance and Banking of Indonesia (STEKPI) Jakarta (1991 – 1993) • Head of Finance and Banking Program, Economics School for Finance and Banking of Indonesia (STEKPI) Jakarta (1991-1993) • Teaching Assistant in Macroeconomics, The American University, Washington DC, USA (1988-1989)
Sertifikasi yang Dimiliki / *Owned Certification*	• Certified Risk Governance Professional (Juli 2023-Juli 2024 / July 2023 – July 2024) • Certification in Audit Committee Practices (21 Desember 2023 / December 21, 2023) • Pathways to Professional Accountant – Foundation Level (30 September 2021 / September 30, 2021)
Informasi Rangkap Jabatan / *Concurrent Position Information*	• Ketua Komite Nominasi dan Remunerasi PT Semen Baturaja Tbk (2023 - Sekarang) / Head of the Nomination and Remuneration Committee of PT Semen Baturaja Tbk (2023 - Present) • Anggota Komite Audit PT Semen Baturaja Tbk (2023 - Sekarang) / Member of the Audit Committee of PT Semen Baturaja Tbk (2023 - Present) • Senior Lecturer Finance IPMI International Business School (2000 - Sekarang) / Finance Senior Lecturer at IPMI International Business School (2000 - Present) • Senior Lecture Finance Swiss German University (2000 – Sekarang / 2000 – present)
Hubungan Afiliasi / *Affiliation*	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 / 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.
Pernyataan Independensi / *Statement of Independence*	Beliau telah menyampaikan pernyataan independensi kepada RUPS dan telah membuat surat pernyataan independensi yang ditandatangani pada tanggal 8 November 2023 / He has submitted a statement of independence to the GMS and has made a statement of independence which was signed on November 8, 2023
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk / He does not have shareholding in PT Semen Baturaja Tbk

Profil Dewan Komisaris
Board of Commissioners Profile

HADI DARYANTO MUNAF

Komisaris
Commissioner



Masa Jabatan / *Term of Office*	24 Januari 2023 – RUPS 2028, Periode Ke-1 (Satu) / January 24, 2023 – 2028 GMS, 1st (One) Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	67 tahun / 67 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Bandung, 20 Oktober 1957 / Bandung, October 20, 1957
Domisili / *Domicile*	Jakarta Pusat, DKI Jakarta / Central Jakarta, DKI Jakarta
Riwayat Penunjukan / *Background of Appointment*	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 / 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 1, 2023.
Riwayat Pendidikan / *Educational Background*	• S3 Doctor Ingenieur (Dr. Ing), Advanced Wood Science & Tech, Grand Ecole, Ecole National Superieur d'Ectronique & Mecanique (E.N.S.E.M) – Institute National Polytechnique de Loraine (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 Superieur D'electricite Et Mecanique), I.N.P.L (Institute National Polytechnique de Loraine) & University of Nancy - France (1985) • S1 Forest Management dari Institut Pertanian Bogor (1981) / S1 Forest Management from Bogor Agricultural Institute (1981)
Riwayat Pekerjaan / *Work Experience*	• Staf Khusus Menteri Perdagangan bidang Promosi Perdagangan Dalam Negeri (2018 - 2024) / Special Staff to the Minister of Trade for Domestic Trade Promotion (2018 - 2024) • Staf Ahli Menteri Lingkungan Hidup dan Kehutanan (2017-2018) / Senior Advisor to Minister of Environment and Forestry (2017- 2018) • Direktur Jenderal Perhutanan Sosial dan Kemitraan, Kementerian Lingkungan Hidup dan Kehutanan (2015-2017) / Director General of Social Forestry and Partnership, Ministry of Environment and Forestry (2015-2017) • Berbagai jabatan lainnya di Kementerian Lingkungan Hidup dan Kehutanan (1981-2015) / Various other positions at the Ministry of Environment and Forestry (1981-2015)
Sertifikasi yang Dimiliki / *Owned Certification*	Qualified Risk Governance Professional (QRGP) (berlaku s.d 5 Oktober 2026) / Qualified Risk Governance Professional (QRGP) (valid until October 5, 2026)
Informasi Rangkap Jabatan / *Concurrent Position Information*	• Tenaga Ahli Bidang Hubungan antar Lembaga Kementerian Koordinator Bidang Pangan (2024-sekarang) / Expert Staff for Inter-Institutional Relations, Coordinating Ministry for Food (2024-present) • Staf Khusus Menteri Perdagangan Bidang Promosi Perdagangan Dalam Negeri (2018 - Sekarang) / Special Staff to the Minister of Trade for Domestic Trade Promotion (2018 - Present) • Ketua Komite Manajemen Risiko PT Semen Baturaja Tbk (2023 - Sekarang) / Head of the Risk Management Committee of PT Semen Baturaja Tbk (2023 - Present) • Anggota Komite Nominasi & RemunerasiPT Semen Baturaja Tbk (2023 - Sekarang) / Nomination & Remuneration Committee Member PT Semen Baturaja Tbk (2023 - Present)
Hubungan Afiliasi / *Affiliation*	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 / 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.
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk / He does not have shareholding in PT Semen Baturaja Tbk.

Profil Dewan Komisaris
Board of Commissioners Profile

INOSENTIUS SAMSUL

Komisaris
Commissioner



Masa Jabatan / *Term of Office*	08 November 2023 – RUPS 2028 - Periode Ke-1 (Satu) / November 8, 2023 – GMS 2028 - 1st Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	59 tahun / 59 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Manggarai, 10 Juli 1965 / Manggarai, July 10, 1965
Domisili / *Domicile*	Tangerang, Banten
Riwayat Penunjukan / *Background of Appointment*	Pertama kali diangkat sebagai Komisaris PT Semen Baturaja Tbk berdasarkan Keputusan Rapat Umum Pemegang Umum Luar Biasa (RUPSLB) yang digelar pada tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / First appointed as Commissioner of PT Semen Baturaja Tbk based on the Decision of the Extraordinary General Meeting of Shareholders (EGMS) held dated November 8, 2023 as stated in the Deed of Notary Aulia Taufani S.H., No. 21 dated November 8, 2023.
Riwayat Pendidikan / *Educational Background*	• S3 Ilmu Hukum Ekonomi, Universitas Indonesia (2003) / Doctoral Degree of Economic Law at University of Indonesia (2003) • S2 Ilmu Hukum Ekonomi, Universitas Tarumanegara (1997) / Masters of Economic Law at Tarumanagara University (1997) • S1 Ilmu Hukum, Universitas Gadjah Mada (1989) / Bachelor's Degree of Law at Gadjah Mada University (1989)
Riwayat Pekerjaan / *Work Experience*	• Kepala Badan Keahlian Setjen DPR RI (2020) / Head of the DPR RI Secretariat General's Expertise Agency (2020) • Kepala Pusat Perancangan UU Badan Keahlian DPR RI (2015-2020) / Head of the DPR RI Expertise Body Law Drafting Center (2015-2020) • Peneliti Bidang Hukum DPR (1995-2015) / DPR Legal Researcher (1995-2015) • Staf Setjen DPR RI (1990-1995) / Staff of the Secretariat General of the DPR RI (1990-1995)
Sertifikasi yang Dimiliki / *Owned Certification*	Sertifikasi Tingkat Dasar Pengadaan Barang/Jasa Pemerintah / Basic Level Certification for Procurement of Government Goods/Services
Informasi Rangkap Jabatan / *Concurrent Position Information*	• Wakil Ketua Komite Nominasi & Remunerasi PT Semen Baturaja Tbk (2023 – Sekarang) / Deputy Chair of the Nomination & Remuneration Committee of PT Semen Baturaja Tbk (2023 – Present) • Anggota Komite Manajemen Risiko PT Semen Baturaja Tbk (2023 - Sekarang) / Member of the Risk Management Committee of PT Semen Baturaja Tbk (2023 - Present)
Hubungan Afiliasi / *Affiliation*	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 / 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
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk / He does not have shareholding in PT Semen Baturaja Tbk.

Profil Dewan Komisaris
Board of Commissioners Profile

CHOWADJA SANOVA

Komisaris Independen
Independent Commissioner



Masa Jabatan / *Term of Office*	27 Mei 2021 – RUPS 2026, Periode Ke-1 (Satu) / May 27, 2021 – 2026 GMS, 1st (One) Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	40 tahun / 40 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Lhokseumawe, 16 Juli 1984 / Lhokseumawe, July 16, 1984
Domisili / *Domicile*	Tangerang Selatan, Banten / South Tangerang, Banten
Riwayat Penunjukan / *Background of Appointment*	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 / 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.
Riwayat Pendidikan / *Educational Background*	• S2 Magister Manajemen, Robert Gordon University, Aberdeen Scotland, UK (2012) / Master of Management, Robert Gordon University, Aberdeen Scotland, UK (2012) • S1 Banking and Finance, Universitas Victoria Melbourne, Australia (2006) / Bachelor of Banking and Finance, University of Victoria Melbourne, Australia (2006)
Riwayat Pekerjaan / *Work Experience*	• Director of Operation PT Sanjaya Cipta Sejahtera (2019 - 2021) • Director of Operation 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)
Sertifikasi yang Dimiliki / *Owned Certification*	Tidak ada / None
Informasi Rangkap Jabatan / *Concurrent Position Information*	• Ketua Komite Audit PT Semen Baturaja Tbk (2023 – Sekarang) / Chairman of the Audit Committee of PT Semen Baturaja Tbk (2023 – Present) • Anggota Komite Nominasi & Remunerasi PT Semen Baturaja Tbk (2023 - Sekarang) / Member of the Nomination & Remuneration Committee of PT Semen Baturaja Tbk (2023 - Present)
Hubungan Afiliasi / *Affiliation*	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 / 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
Pernyataan Independensi / *Statement of Independence*	Beliau telah menyampaikan pernyataan independensi kepada RUPS dan telah membuat surat pernyataan independensi yang ditandatangani pada tanggal 25 Mei 2021 / He has submitted a statement of independence to the GMS and has made a statement of independence which was signed on May 25, 2021.
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk / He does not have shareholding in PT Semen Baturaja Tbk

PERUBAHAN KOMPOSISI ANGGOTA DEWAN KOMISARIS DAN ALASAN PERUBAHANNYA

Di tahun 2024, tidak terdapat perubahan susunan dan komposisi Dewan Komisaris.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND REASONS FOR THE CHANGES

There were no changes in the composition of the Board of Commissioners in 2024.

Profil Direksi

Board of Directors Profile

SUHERMAN YAHYA

Direktur Utama
President Director



Masa Jabatan / *Term of Office*	08 November 2023 – RUPS 2027, Periode Ke-1 (Satu) / November 08, 2023 – 2027 GMS, 1st (First) Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	50 tahun / 50 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Jakarta, 01 Februari 1974 / Jakarta, February 1, 1974
Domisili / *Domicile*	Palembang, Sumatera Selatan / Palembang, South Sumatera
Riwayat Penunjukan / *Background of Appointment*	• 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 Operasi / First appointed to the Board of Directors of PT Semen Baturaja Tbk as Director of Production and Development based on the Resolution of the Annual GMS dated March 25, 2022, which was stated in the Notarial Deed of Fathiah Helmi, No. 21 dated April 18, 2022. Then based on the Extraordinary GMS Decision dated January 24, 2023, there was a change in the position nomenclature from Director of Production and Development, to Director (Operations Function) • Diangkat kembali menjadi Direktur Utama berdasarkan Keputusan RUPS Luar Biasa tanggal 08 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani, S.H. No. 21 Tanggal 08 November 2023 / Reappointed as President Director based on the Extraordinary GMS Resolution dated November 8, 2023 as stipulated in the Notarial Deed of Aulia Taufani, S.H. No. 21 dated November 8, 2023
Riwayat Pendidikan / *Educational Background*	• S2 - Teknik Sipil, Universitas Sriwijaya (2024) / Master's Degree in Civil Engineering, Universitas Sriwijaya (2024) • S1 Teknik Elektro, Universitas Indonesia (1999) / Bachelor of Electrical Engineering, University of Indonesia (1999)

Profil Direksi
Board of Directors Profile

Riwayat Pekerjaan / *Work Experience*	• Direktur Operasi PT Semen Baturaja Tbk (2023) / Director (Operations Function) of PT Semen Baturaja Tbk (2023) • Direktur Produksi & Pengembangan PT Semen Baturaja Tbk (2022-2023) / Director of Production & Development of PT Semen Baturaja Tbk (2022-2023) • Komisaris PT Baturaja Daya Insani (2022 - 2023) / Commissioner of PT Baturaja Daya Insani (2022 - 2023) • Vice President Research & Engineering PT Semen Baturaja (Persero) Tbk (2021 - 2022) / Vice President Research & Engineering of PT Semen Baturaja (Persero) Tbk (2021 - 2022) • Vice President Strategic Planning & Project Management Office PT Semen Baturaja Tbk (2020 – 2021) / Vice President Strategic Planning & Project Management Office of PT Semen Baturaja Tbk (2020 – 2021) • Vice President PMO PT Semen Baturaja (Persero) Tbk (2019 – 2020) / Vice President PMO of PT Semen Baturaja (Persero) Tbk (2019 – 2020) • Vice President Strategic Planning dan PMO merangkap Vice President ICT PT Semen Baturaja (Persero) Tbk (2018-2019) / Vice President Strategic Planning and PMO cum Vice President ICT of PT Semen Baturaja (Persero) Tbk (2018-2019) • Ketua Tim Akuisisi Tambang Batu Kapur PT Semen Baturaja (Persero) Tbk (2018) / Head of Limestone Mine Acquisition Team of PT Semen Baturaja (Persero) Tbk (2018) • Project Manager Tim Akuisisi Tambang Batubara PT Semen Baturaja (Persero) Tbk (2018) / Project Manager for Coal Mine Acquisition Team of PT Semen Baturaja (Persero) Tbk (2018) • Vice President Quality, Health, Safety and Environment (QHSE) merangkap Vice President Strategic Planning dan Project Management Office PT Semen Baturaja (Persero) Tbk (2018) / Vice President Quality, Health, Safety and Environment (QHSE) cum Vice President Strategic Planning and Project Management Office of PT Semen Baturaja (Persero) Tbk (2018) • Ka. Departemen Litbang PT Semen Baturaja (Persero) Tbk (2013 - 2018) / Head of R&D Department of PT Semen Baturaja (Persero) Tbk (2013 - 2018) • Ka. Departemen Logistik PT Semen Baturaja (Persero) Tbk (2011 – 2013) / Head of Logistics Department of PT Semen Baturaja (Persero) Tbk (2011 – 2013) • Kepala Biro Perencanaan Teknik Pabrik PT Semen Baturaja (Persero)(2010-2011) / Head of Plant Engineering Planning Bureau of PT Semen Baturaja (Persero)(2010-2011) • Kepala Biro Pemeliharaan PT Semen Baturaja (Persero) (2009-2010) / Head of Maintenance Bureau of PT Semen Baturaja (Persero)(2009-2010) • Wakil Kepala Biro Pemeliharaan (2006-2008) / Deputy Head of Maintenance Bureau (2006-2008) • Kepala Bagian Pemeliharaan Listrik & Instrumen PT Semen Baturaja (Persero) (2003-2006) / Head of Electrical & Instrument Maintenance Section of PT Semen Baturaja (Persero)(2003-2006)
Sertifikasi yang Dimiliki / *Owned Certification*	• Certified Governance, Risk and Compliance Professional Advanced oleh Motekar Indonesia (Tahun 2022, masa berlaku hingga Juni 2026) / Certified Governance, Risk and Compliance Professional Advanced by Motekar Indonesia (2022, valid until June 2026) • Sertifikasi Profesi Dana Pensiun oleh Lembaga Sertifikasi Profesi Dana Pensiun (Tahun 2022, masa berlaku sampai dengan selesai masa jabatannya) / Pension Fund Professional Certification by the Pension Fund Professional Certification Institute (2022, valid until the end of the term of office)
Informasi Rangkap Jabatan / *Concurrent Position Information*	Ketua Dewan Pengawas Dana Pensiun Karyawan Semen Baturaja (2023 – Sekarang) / Chairman of the Supervisory Board of the Semen Baturaja Employee Pension Fund (2023 – Present)
Hubungan Afiliasi / *Affiliation*	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 / He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly.
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau memiliki kepemilikan saham di PT Semen Baturaja Tbk sebanyak 16.098 lembar saham atau sebesar 0,00016%, yang merupakan kepemilikan langsung / He has shareholding in PT Semen Baturaja Tbk of 16,098 shares or 0.00016%, which is direct ownership.

Profil Direksi
Board of Directors Profile

MUHAMMAD SYAFITRI

Direktur Operasi
Director of Operations



Masa Jabatan / *Term of Office*	08 November 2023 – RUPS 2028, Periode Ke-1 (Satu) / November 8, 2023 – GMS 2028, 1st (First) Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	56 tahun / 56 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Padang, 28 Desember 1968 / Padang, December 28, 1968
Domisili / *Domicile*	Padang, Sumatera Barat / Padang, West Sumatera
Riwayat Penunjukan / *Background of Appointment*	Pertama kali diangkat sebagai Direktur Operasi PT Semen Baturaja Tbk berdasarkan Keputusan Rapat Umum Pemegang Umum Luar Biasa (RUPSLB) yang digelar pada tanggal 08 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 08 November 2023. / First appointed as Operations Director of PT Semen Baturaja Tbk based on the Decision of the Extraordinary General Meeting of Shareholders (EGMS) held on November 08, 2023 as stated in the Deed of Notary Aulia Taufani S.H., No. 21 dated November 08, 2023.
Riwayat Pendidikan / *Educational Background*	• S2 Magister Manajemen, Universitas Andalas (2010) / Master of Management, Andalas University (2010) • S1 Teknik Mesin, Universitas Andalas (1993) / Bachelor's Degree of Mechanical Engineering, Andalas University (1993)
Riwayat Pekerjaan / *Work Experience*	• Komisaris Utama PT Sepapim Batamtama (2023) / President Commissioner of PT Sepapim Batamtama (2023) • GM of Maintenance PT Semen Padang (2019 – 2023) • GM of Engineering PT Semen Padang (2018 – 2019) • Komisaris Utama PT Pasoka Sumber Karya (PTSP Group) (2018 -2023) / President Commissioner of PT Pasoka Sumber Karya (PTSP Group) (2018 -2023) • Komisaris Utama PT Yasiga Sarana Utama (PTSP Group) (2012 - 2018) / President Commissioner of PT Yasiga Sarana Utama (PTSP Group) (2012 - 2018) • GM of Plant Engineering PT Semen Padang (2017 – 2018) • GM of Production PT Semen Padang (2014 – 2017) • GM of Mining PT Semen Padang (2011 – 2014) • SM of Mechanical Maintenance PT Semen Padang (2009 – 2011)
Sertifikasi yang Dimiliki / *Owned Certification*	• Sertifikat Profesi Insinyur Profesional Utama (2022) / Primary Professional Engineer Professional Certificate (2022) • Sertifikat Asessor LSP Asosiasi Semen (2011) / Cement Association LSP Assessor Certificate (2011) • Sertifikat Ahli K3 (2010) / OHS Expert Certificate (2010)
Informasi Rangkap Jabatan / *Concurrent Position Information*	Beliau tidak memiliki rangkap jabatan baik di luar maupun di dalam Perusahaan, ataupun pada Entitas Anak Perusahaan / He does not have concurrent positions either inside or outside the Company, or in Subsidiaries.
Hubungan Afiliasi / *Affiliation*	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 / He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk / He does not have shareholding in PT Semen Baturaja Tbk.

Profil Direksi
Board of Directors Profile

RAHMAT HIDAYAT

Direktur (Fungsi Keuangan dan SDM)
Director (Finance and HC Function)



Masa Jabatan / *Term of Office*	8 Mei 2023 – RUPS 2028, Periode Ke-1 (Satu) / May 8, 2023 – GMS 2028, 1st (First) Period
Kewarganegaraan / *Citizenship*	Warga Negara Indonesian / Indonesian Citizens
Usia / *Age*	42 tahun / 42 years old
Tempat/Tanggal Lahir / *Place/Date of Birth*	Padang, 7 Agustus 1982 / Padang, August 7, 1982
Domisili / *Domicile*	Makasar, Sulawesi Selatan / Makassar, South Sulawesi
Riwayat Penunjukan / *Background of Appointment*	Berdasarkan keputusan pada Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2022 pada tanggal 08 Mei 2023 yang dinyatakan dalam Akta Notaris Aryanti Artisari S.H., M.Kn., No. 11 tanggal 08 Mei 2023 / Based on the 2022 Annual General Meeting of Shareholders (AGMS) on May 8, 2023, as stated in the Notarial Deed of Aryanti Artisari S.H., M.Kn., No. 11 dated May 08, 2023.
Riwayat Pendidikan / *Educational Background*	• S2 Master of Business Administration (MBA), Universitas Gadjah Mada (2022) / Master of Business Administration (MBA) at Gadjah Mada University (2022) • S1 Akuntansi, Perbanas Institute (2005) / Bachelor's Degree of Accounting at Perbanas Institute (2005)
Riwayat Pekerjaan / *Work Experience*	• Direktur Keuangan PT Semen Indonesia Beton (SIB) (2019 – 2023) / Director of Finance of PT Semen Indonesia Beton (SIB) (2019 – 2023) • Ketua Tim Task Force Remedial Recovery PT Semen Indonesia (Persero) Tbk (SIG) (2023 – Sekarang) / Head of Task Force Remedial Recovery Team of PT Semen Indonesia (Persero) Tbk (SIG) (2023 – Present) • Komisaris Utama PT Varia Usaha Beton (VUB) (2021 - 2023) / President Commissioner of PT Varia Usaha Beton (VUB) (2021 - 2023) • Direktur Keuangan PT Topabiring Trans Logistik (Afiliasi PT Semen Tonasa (2018 – 2019) / Director of Finance of PT Topabiring Trans Logistik (Affiliates of PT Semen Tonasa (2018 – 2019)
Sertifikasi yang Dimiliki / *Owned Certification*	Risk Management Certification by LSP MKS: QRGP and QCRO (2024). / Risk Management Certification by LSP MKS: QRGP and QCRO (2024).
Informasi Rangkap Jabatan / *Concurrent Position Information*	Beliau tidak memiliki rangkap jabatan baik di luar maupun di dalam Perusahaan, ataupun pada Entitas Anak Perusahaan / He does not have concurrent positions either inside or outside the Company, or in Subsidiaries.
Hubungan Afiliasi / *Affiliation*	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 / He has no affiliation with other Directors, Board of Commissioners, or Major Shareholders and Controlling Shareholders, either directly or indirectly
Kepemilikan Saham Perusahaan / *Company Shareholding*	Beliau tidak memiliki kepemilikan saham di PT Semen Baturaja Tbk / He does not have shareholding in PT Semen Baturaja Tbk.

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI DAN ALASAN PERUBAHANNYA

Di tahun 2024, tidak terdapat perubahan susunan dan komposisi Direksi.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND REASONS FOR THE CHANGES

There were no changes in the composition of the Board of Directors in 2024.

Profil Pejabat Eksekutif

Profile of Executive Officers



HARI LIANDU

Vice President of Corporate Secretary

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / 01 Maret 2024 – Sekarang
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	47 tahun / 46 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2004
Riwayat Pendidikan / *Educational Background*	• S2 Magister Manajemen Universitas Sriwijaya (2023) / - Master's Degree in Management from Universitas Sriwijaya (2023) • S1 Ekonomi Akuntansi Universitas Jambi (2001) / Bachelor's Degree of Accounting Economy from Universitas Jambi (2001)
Pengalaman Kerja / *Work Experience*	• Vice President of Internal Audit (2023-2024) • Vice President Management Accounting & ICT (2022-2023) • Vice President Accounting & Finance (2018-2022) • Vice President Management Accounting (2018-2019)
Sertifikasi yang Dimiliki / *Owned Certification*	• Kepala Satuan Pengawasan Internal, dari Pusat Pengembangan Akuntansi dan Keuangan (2023) / Head of Internal Control Unit, from the Accounting and Finance Development Center (2023) • Risk Management – QRMO (Qualified Risk Management Officer), dari BNSP (Badan Nasional Sertifikasi Profesi) (2023) / Risk Management – QRMO (Qualified Risk Management Officer), from BNSP (Badan Nasional Sertifikasi Profesi) (2023) • Kursus Pajak Tingkat Brevet A, dari LP3 Yayasan Artha Bakti Palembang (2003) / Brevet A Level Tax Course, from LP3 Palembang Artha Bakti Foundation (2003)



HERU RUSDIANSYAH

Vice President of Internal Audit

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Board of Directors Decree No. PH.01.04/022/2024 dated March 01, 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / March 01, 2024 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	48 tahun / 48 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2002
Riwayat Pendidikan / *Educational Background*	• S2 Manajamen Keuangan, Universitas Sriwijaya (2017) / Master's Degree in Financial Management, Universitas Sriwijaya (2017) • S1 Akuntansi, Universitas Sriwijaya (2000) / Bachelor's Degree in Accounting, Universitas Sriwijaya (2000)
Pengalaman Kerja / *Work Experience*	• Vice President of Risk Management (2023-2024) • Vice President Human Capital & Governance, Risk & Compliance (2022-2023) • Vice President Internal Audit (2018-2022) • Vice President Accounting & Finance (2018)
Sertifikasi yang Dimiliki / *Owned Certification*	• Risk Management – QRGP (Qualified Risk Governance Professional), dari BNSP (Badan Nasional Sertifikasi Profesi) (2023) / Risk Management – QRGP (Qualified Risk Governance Professional), from BNSP (National Board for Professional Certification) (2023) • Manajemen Sumber Daya Manusia – Pengelolaan Hubungan Industrial, dari BNSP (Badan Nasional Sertifikasi Profesi), (2022) / Human Capital Management – Industrial Relations Management, from BNSP (National Board for Professional Certification), (2022) • Kepala Satuan Pengawas Intern, dari Pusat Pengembangan Akuntansi dan Keuangan (2018) / Head of Internal Audit Unit, from the Accounting and Finance Development Center (2018)

Profil Pejabat Eksekutif
Profile of Executive Officers

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / July 22, 2022 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	45 tahun / 45 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2010
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen, Universitas Indo Global Mandiri (2020) / Master's Degree in Management, Universitas Indo Global Mandiri (2020) • S1 Teknik Tambang, Universitas Sriwijaya (2002) / Bachelor's Degree in Mining Engineering, Universitas Sriwijaya (2002)
Pengalaman Kerja / *Work Experience*	• Direktur Utama Pt Baturaja Daya Insani Tk Vice President (2022-2024) • Vice President Research & Engineering (2022) • Staf Direktur Produksi & Pengembangan Ditugaskan Sebagai Ketua TPM Promotor Tk Vice President (2021-2022) / Production & Development Director Staff Assigned as Chairman of TPM Promoter Tk Vice President (2021-2022) • Vice President SSHE (2019-2021) • Vice President QSHE (2018-2019)
Sertifikasi yang Dimiliki / *Owned Certification*	• Pimpinan Pengamanan Gada Utama, dari BUJP Jaga Nusantara Satu (2022) / Gada Utama Security Leader, from BUJP Jaga Nusantara Satu (2022) • Pengawas Operasional Utama, dari Lembaga PPSDM Geominerba (2011) / Main Operational Supervisor, from Geominerba PPSDM Institute (2011) • Pengawas Operasional Madya, dari Lembaga PPSDM Geominerba (2011) / Intermediate Operational Supervisor, from Geominerba PPSDM Institute (2011) • Pengawas Operasional Pertama, dari Lembaga PPSDM Geominerba (2010) / Junior Operational Supervisor, from the Geominerba PPSDM Institute (2010)



JOGY ALPHA MEDIARTA
Vice President of Logistic

Profil Pejabat Eksekutif
Profile of Executive Officers



BASTHONY SANTRI
Vice President of Procurement

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / 01 Maret 2024 – Sekarang
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	43 tahun / 43 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2007
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen, Universitas Sriwijaya (2021) / Master's Degree in Management, Universitas Sriwijaya (2021) • S1 Teknik Mesin, Universitas Sriwijaya (2005) / Bachelor's Degree in Mechanical Engineering, Universitas Sriwijaya (2005)
Pengalaman Kerja / *Work Experience*	• Vice President of Corporate Secretary (2023-2024) • Staf Direktur Umum & SDM Tk Vice President (2023) / Staff Director General & HC Tk Vice President (2023) • Direktur PT Baturaja Multi Usaha Tk Vice President (2020-2023) / Director of PT Baturaja Multi Usaha Tk Vice President (2020-2023) • Vice President Corporate Secretary (2018-2020)
Sertifikasi yang Dimiliki / *Owned Certification*	Tidak ada / None



MUHAMMAD BENI
Vice President Of Mining & Waste Management
Vice President Of Mining & Waste Management

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Board of Directors Decree No. PH.01.04/022/2024 dated March 1, 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / March 01, 2024 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	48 tahun / 48 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2004
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen Universitas Sriwijaya (2019) / Master's Degree from Universitas Sriwijaya (2019) • S1 Teknik Mesin Universitas Sriwijaya (2002) / Bachelor's Degree from Universitas Sriwijaya (2002)
Pengalaman Kerja / *Work Experience*	• Vice President Of Mining Merangkap Vice President Of Maintenance (2023-2024) / Vice President Of Mining Merangkap Vice President Of Maintenance (2023-2024) • Vice President of Mining (2023) • Vice President Research & Engineering Merangkap Vice President Mining (2023) / Vice President Research and Engineering Concurrently Vice President Mining (2023) • Vice President Research & Engineering (2022-2023) • Vice President Sales Area 2 (2021-2022)
Sertifikasi yang Dimiliki / *Owned Certification*	• Pengawas Operasional Utama, dari BNSP (Badan Nasional Sertifikasi Profesi) (2023) / Main Operational Supervisor, from BNSP (National Professional Certification Body) (2023) • Pengawas Operasional Madya, dari BNSP (Badan Nasional Sertifikasi Profesi) (2022) / Intermediate Operational Supervisor, from BNSP (National Body for Professional Certification) (2022) • Pengawas Operasional Pertama, dari BNSP (Badan Nasional Sertifikasi Profesi) (2022) / First Operational Supervisor, from BNSP (National Professional Certification Body) (2022)

Profil Pejabat Eksekutif
Profile of Executive Officers

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Decree of the Board of Directors No. PH.01.04/022/2024 dated March 01, 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / March 01, 2024 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	47 tahun / 47 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	1996
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen, Universitas Sriwijaya (2020) / Master's Degree in Management, Universitas Sriwijaya (2020) • S1 Ekonomi Manajemen, Sekolah Tinggi Ilmu Ekonomi Dwisakti Baturaja (2009) / Bachelor's Degree in Management Economics, Sekolah Tinggi Ilmu Ekonomi Dwisakti Baturaja (2009)
Pengalaman Kerja / *Work Experience*	• Vice President of Procurement (2018-2024) • Vice President Operation I Merangkap Vice President QSHE (2018) / Vice President Operation I cum Vice President QSHE (2018) • Ka. Departemen Operasi (2017-2018) / Head of Operational Department (2017-2018)
Sertifikasi yang Dimiliki / *Owned Certification*	• Ahli Keselamatan dan Kesehatan Kerja Umum, dari Kementrian Ketenagakerjaan RI Dirjen Pembinaan Pengawasan Ketenagakerjaan dan Keselamatan dan Kesehatan Kerja (2016) / General Occupational Safety and Health Expert, from the Indonesian Ministry of Manpower Director General of Employment Inspection Development and Occupational Safety and Health (2016) • Manajemen Energi Sub Bidang Industri – Manajer Energi Pratama, dari BNSP (Badan Nasional Sertifikasi Profesi)(2013) / Industrial Sub Sector Energy Management – Primary Energy Manager, from BNSP (National Professional Certification Body)(2013)



TAUFIK
Vice President of Production

Profil Pejabat Eksekutif
Profile of Executive Officers



EKO DAVID IRAWAN
Vice President of Maintenance Merangkap Vice President of Technical Plant

Vice President of Maintenance Merangkap President of Technical Plant

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/028/2024 tanggal 15 Maret 2024 / Surat Keputusan Direksi No. PH.01.04/028/2024 tanggal 15 Maret 2024
Masa Jabatan / *Term of Office*	15 Maret 2024 – Sekarang / 15 Maret 2024 – Sekarang
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	48 tahun / 48 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	1996
Riwayat Pendidikan / *Educational Background*	• D4 Teknik Elektro, Politeknik Negeri Sriwijaya Palembang (2021) / Associate Degree 4 in Electrical Engineering, Politeknik Negeri Sriwijaya Palembang (2021) • D3 Teknik Elektro, Universitas Baturaja (2003) / Associate Degree 3 in Electrical Engineering, Universitas Baturaja (2003)
Pengalaman Kerja / *Work Experience*	• Vice President of Production Maintenance Planning & Evaluation merangkap Vice President of Production (2023-2024) • Vice President of Research & Engineering (2023) • Vice President Sales Area 2 (2022-2023) • Vice President Sales Area 3 (2021-2022)
Sertifikasi yang Dimiliki / *Owned Certification*	Manajer Energi, dari PT Benefita Indonesia (2017) / Energy Manager, from PT Benefita Indonesia (2017)



DODDY IRAWAN
Vice President of Accounting & Finance

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/004/2023 tanggal 01 Februari 2023 / Board of Directors Decree No. PH.01.04/004/2023 dated February 01, 2023
Masa Jabatan / *Term of Office*	01 Februari 2023 – Sekarang / February 01, 2023 – present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	45 tahun / 45 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2004
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen Keuangan, Universitas Sriwijaya (2022) / Master of Financial Management, Sriwijaya University (2022) • S1 Akuntansi, Universitas Sriwijaya (2002) / Bachelor's Degree in Accounting, Sriwijaya University (2002)
Pengalaman Kerja / *Work Experience*	• VP Corporate Secretary (2020-2023) • Vice President Logistic (2019- 2020) • Vice President Marketing (2018-2019)
Sertifikasi yang Dimiliki / *Owned Certification*	Kursus Pajak Tingkat Brevet A, dari LP3 Yayasan Artha Bakti Palembang, (2005) / Brevet A Level Tax Course from LP3 Palembang Artha Bakti Foundation, (2005)

Profil Pejabat Eksekutif
Profile of Executive Officers

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Board of Directors Decree No. PH.01.04/022/2024 dated March 1, 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / March 01, 2024 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizens
Usia / *Age*	42 tahun / 42 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2007
Riwayat Pendidikan / *Educational Background*	S1 Akuntansi Universitas Sriwijaya (2005) / Bachelor of Accounting,Sriwijaya University (2005)
Pengalaman Kerja / *Work Experience*	• Vice President Marketing (2020-2022) • Vice President Strategic Planning & Corporate Performance Management (2019-2020)
Sertifikasi yang Dimiliki / *Owned Certification*	• Marketing – Brand Management Certification, MarkPlus Inc. (2022) • Kursus Pajak Tingkat Brevet A, dari LP3 Yayasan Artha Bakti Palembang (2017) / Brevet A Level Tax Course, from LP3 Palembang Artha Bakti Foundation (2017)



TARIDA TAMBUNAN
Vice President of Performance Management

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/031/2023 tanggal 01 Oktober 2024 / Surat Keputusan Direksi No. PH.01.04/031/2023 tanggal 01 Oktober 2024
Masa Jabatan / *Term of Office*	01 Oktober 2024 – Sekarang / October 01, 2024 – present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	46 tahun / 46 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2004
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen, Universitas Sriwijaya (2020) / Master's Degree in Management, Universitas Sriwijaya (2020) • S1 Ekonomi Manajemen, Universitas Muhammadiyah Palembang (2001) / Bachelor's Degree in Management Economics, Universitas Muhammadiyah Palembang (2001)
Pengalaman Kerja / *Work Experience*	• Vice President of Human Capital & Governance, Risk & Compliance (2023-2024) • Vice President of Risk Management (2022-2023) • Vice President Human Capital & Governance, Risk & Compliance (2020-2022) • Vice President Human Capital (2018-2020)
Sertifikasi yang Dimiliki / *Owned Certification*	Risk Management – QCRO (Qualified Chief Risk Officer), dari BNSP (Badan Nasional Sertifikasi Profesi) (2023) / Risk Management – QCRO (Qualified Chief Risk Officer), from BNSP (Badan Nasional Sertifikasi Profesi) (2023)



FITRIA MARGARETHA
Vice President of Human Capital & Governance, Risk, Compliance

Profil Pejabat Eksekutif
Profile of Executive Officers



HENDRY IRAWAN MANUHUTU

Direktur Utama PT Baturaja Multi Usaha

President Director of PT Baturaja Multi Usaha

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Akta Notaris Akhmad Habriand, S.H., M.Kn Nomor: 01, tertanggal 4 Januari 2023 / Notarial Deed of Akhmad Habriand, S.H., MKn No. 01 dated January 4, 2023
Masa Jabatan / *Term of Office*	04 Januari 2023 - 13 Mei 2024 / January 4, 2023 - May 13, 2024
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	41 tahun / 41 years old
Domisili / *Domicile*	Martapura, Sumatera Selatan, Indonesia / Martapura, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2012
Riwayat Pendidikan / *Educational Background*	• S2 Teknik Pertambangan, Universitas Sriwijaya (2020) / Master of Mining Engineering, Sriwijaya University (2020) • S1 Teknik Pertambangan, Universitas Sriwijaya (2009) / Bachelor's Degree in Mining Engineering, Sriwijaya University (2009)
Pengalaman Kerja / *Work Experience*	• Vice President Mining (2022 - 2023) • PJ Vice President Mining (2020 - 2022) • PJS Vice President Mining Tk PJ Senior Manager (2019 - 2020) • Senior Manager Mining (2018-2019) • Senior Manager Exploration (2018) • Kepala Bagian Eksplorasi dan Perencanaan Tambang (2013-2018) / Head of Mining Exploration and Planning Section (2013-2018)
Sertifikasi yang Dimiliki / *Owned Certification*	• Certified Great Leadership (CGL) dari LeeeL Institute (2021) / Certified Great Leadership (CGL) from leeeL Institute (2021) • Certified Leadership Management Associate (CLMA) dari LeeeL Institute (2021) / Certified Leadership Management Associate (CLMA) from leeeL Institute (2021) • Pengawas Operasional Utama, dari Lembaga PPSDM Geominerba (2018) / Main Operational Supervisor, from Geominerba PPSDM Institute (2018) • Pengawas Operasional Madya, dari Lembaga PPSDM Geominerba (2015) / Intermediate Operational Supervisor, from Geominerba PPSDM Institute (2015) • Juru Ledak Kelas II, dari Lembaga PPSDM Geominerba (2014) / Class II Explosive Officer, from the PPSDM Geominerba Institute (2014) • Pengawas Operasional Pertama, dari Lembaga PPSDM Geominerba (2013) / First Operational Supervisor, from the Geominerba PPSDM Institute (2013)

Profil Pejabat Eksekutif
Profile of Executive Officers

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler sebagai Pengganti Rapat Umum Pemegang Saham Tahunan Tahun Buku 2023 PT Baturaja Multi Usaha tanggal 11 Juni 2024 yang selanjutnya dinyatakan dalam Akta Notaris Halida Shary,S.H, No : 52 tanggal 28 Juni 2024 / Based on the Circular Resolution of the Shareholders as a Substitute for the Annual General Meeting of Shareholders for the 2023 Fiscal Year of PT Baturaja Multi Usaha dated June 11, 2024, which was further stated in the Notarial Deed of Halida Shary, S.H, No.: 52 dated June 28, 2024
Masa Jabatan / *Term of Office*	11 Juni 2024 - Sekarang / June 11, 2024 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	43 tahun / 43 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2007
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen, Universitas Sriwijaya (2022) / Master's Degree in Management, Universitas Sriwijaya (2022) • S1 Ekonomi Akuntansi, Universitas Sriwijaya (2004) / Bachelor's Degree in Accounting Economics, Universitas Sriwijaya (2004)
Pengalaman Kerja / *Work Experience*	• Staf Direktur Utama Ditugaskan Di Anak Perusahaan Pt Bmu Tk Vice President (2023-2024) / Staf Direktur Utama Ditugaskan Di Anak Perusahaan Pt Bmu Tk Vice President (2023-2024) • Staf Direktur Utama ditugaskan Pengawasan Monitoring dan Evaluasi PT BMU dan Piutang Usaha Perusahaan Tk Vice President (2023) / President Director Staff assigned to Monitoring and Evaluation Supervision of PT BMU and Accounts Receivables of Tk Vice President Company (2023) • Staf Direktur Utama ditugaskan di Anak Usaha Perusahaan PT BMU Tk Vice President / President Director Staff is assigned to the Company's Subsidiary PT BMU Tk Vice President • Vice President Accounting & Finance (2022 - 2023) • Vice President Management Accounting & ICT (2019-2022)
Sertifikasi yang Dimiliki / *Owned Certification*	• Risk Management – QRMP (Qualified Risk Management Professional), dari BNSP (Badan Nasional Sertifikasi Profesi) (2022) / Risk Management – QRMP (Qualified Risk Management Professional), from BNSP (Badan Nasional Sertifikasi Profesi) (2022) • Risk Management - ERMCP (Enterprise Risk Management Certified Professional), dari ERMA (Enterprise Risk Management Academy) (2021) / Risk Management - ERMCP (Enterprise Risk Management Certified Professional), from ERMA (Enterprise Risk Management Academy) (2021) • CA (Chartered Accountant) dari IAI (Ikatan Akuntansi Indonesia) (2014) / CA (Chartered Accountant) from IAI (Indonesian Accounting Association) (2014)



AHMAD FAISAL RAMADHAN

Direktur Keuangan & SDM merangkap Pelaksana Tugas Direktur Utama

Director of Finance & HR concurrently acting as President Director

Profil Pejabat Eksekutif
Profile of Executive Officers



ADE CHITRA KUSUMA
Direktur Utama PT Baturaja Daya Insani Tk Vice President
Direktur Utama PT Baturaja Daya Insani Tk Vice President

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Surat Keputusan Direksi No. PH.01.04/022/2024 tanggal 01 Maret 2024
Masa Jabatan / *Term of Office*	01 Maret 2024 – Sekarang / 01 Maret 2024 – Sekarang
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	46 tahun / 46 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2003
Riwayat Pendidikan / *Educational Background*	S1 Ekonomi, Universitas Sriwijaya (2001) / Bachelor's Degree in Economics, Universitas Sriwijaya (2001)
Pengalaman Kerja / *Work Experience*	• Vice President of Logistic (2022-2024) • Staf Direktur Pemasaran Tingkat VP Ditugaskan di Logistic (2020) / VP Level Marketing Director Staff Assigned to Logistics (2020) • Vice President Corporate Services Management (2019-2020) • Vice President Management Accounting (2018-2019)
Sertifikasi yang Dimiliki / *Owned Certification*	Tidak ada / None



MUHAMMAD YUNUS
Direktur Keuangan & SDM PT Baturaja Daya Insani
Director of Finance & HC at PT Baturaja Daya Insani

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No.PH.01.04/070/2023 tanggal 02 Oktober 2023 / Board of Directors Decree No.PH.01.04/070/2023 dated October 02, 2023
Masa Jabatan / *Term of Office*	02 Oktober 2023 – Sekarang / October 02, 2023 – present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	49 tahun / 49 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2003
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen Universitas Indo Global Mandiri (2020) / Master's Degree in Management from Universitas indo Global Mandirii (2020) • S1 Ekonomi Manajemen, Universitas Sriwijaya (2001) / Bachelor's Degree in Management Economics, Universitas Sriwijaya (2001)
Pengalaman Kerja / *Work Experience*	• Staf Direktur Utama ditugaskan di Perusahaan Afiliasi Dana Pensiun SMBR Tingkat VP (2023) / President Director Staff assigned to SMBR Pension Fund Affiliate Company VP Level (2023) • Staf Direktur Utama ditugaskan Pengawasan Monitoring dan Evaluasi Efektifitas Fungsi Pemasaran, Penjualan dan Logistik yang terintegrasi dengan SIG Tingkat VP (2023) / President Director Staff assigned to Supervise Monitoring and Evaluation of Effectiveness of Marketing, Sales and Logistics Functions integrated with VP Level GIS (2023) • PJ VP Internal Audit (2022-2023) / Acting VP Internal Audit (2022-2023) • Staf Direktur Pemasaran Tingkat VP (2020-2022) / VP Level Marketing Director Staff (2020-2022) • Vice President Logistic (2019- 2020) / Vice President Logistics (2019-2020) • Vice President Marketing (2018-2019) / Vice President Marketing, PT Semen Baturaja Tbk (2018-2019)
Sertifikasi yang Dimiliki / *Owned Certification*	PIA (Professional Internal Auditor), dari Asosiasi Auditor Internal (2022) / PIA (Professional Internal Auditor), from the Internal Auditors Association (2022)

Profil Pejabat Eksekutif
Profile of Executive Officers

Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/023/2019 tanggal 01 Maret 2019 / Board of Directors Decree No. PH.01.04/004/2023 dated February 01, 2023
Masa Jabatan / *Term of Office*	04 Maret 2019 – Sekarang / March 4, 2019 – Present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	55 tahun / 55 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	1997
Riwayat Pendidikan / *Educational Background*	S1 Ekonomi Akuntansi, Universitas Mercu Buana Jakarta (1994) / Bachelor's Degree of Accounting Economics, University of Mercu Buana Jakarta (1994)
Pengalaman Kerja / *Work Experience*	• Staf Vice President Level Accounting & Finance Ditugaskan di Dana Pensiun Tk. Senior Manager (2018-2019) / Vice President Level Accounting & Finance Staff Assigned to the Pension Fund Tk. Senior Manager (2018-2019) • Staf Dept Keuangan ditugaskan pada DPKSB Tk Ka Biro / Finance Dept staff assigned to DPKSB Tk. Bureau chief
Sertifikasi yang Dimiliki / *Owned Certification*	Manajemen Umum Dana Pensiun, dari Lembaga Standar Profesi Dana Pensiun (2009) / General Management of Pension Funds, from the Pension Fund Professional Standards Institute (2009)



ERNI KURNIATI

Direktur Utama Dana Pensiun Karyawan Semen Baturaja Tk Vice President

President Director of Semen Baturaja Employee Pension Fund Level Vice President

Profil Pejabat Eksekutif
Profile of Executive Officers



KARTHA KURNIADI
Employee On Duty PT Semen Indonesia (Persero) Tbk Sebagai GM of Retail Sales
Employee On Duty PT Semen Indonesia (Persero) Tbk Sebagai GM of Retail Sales

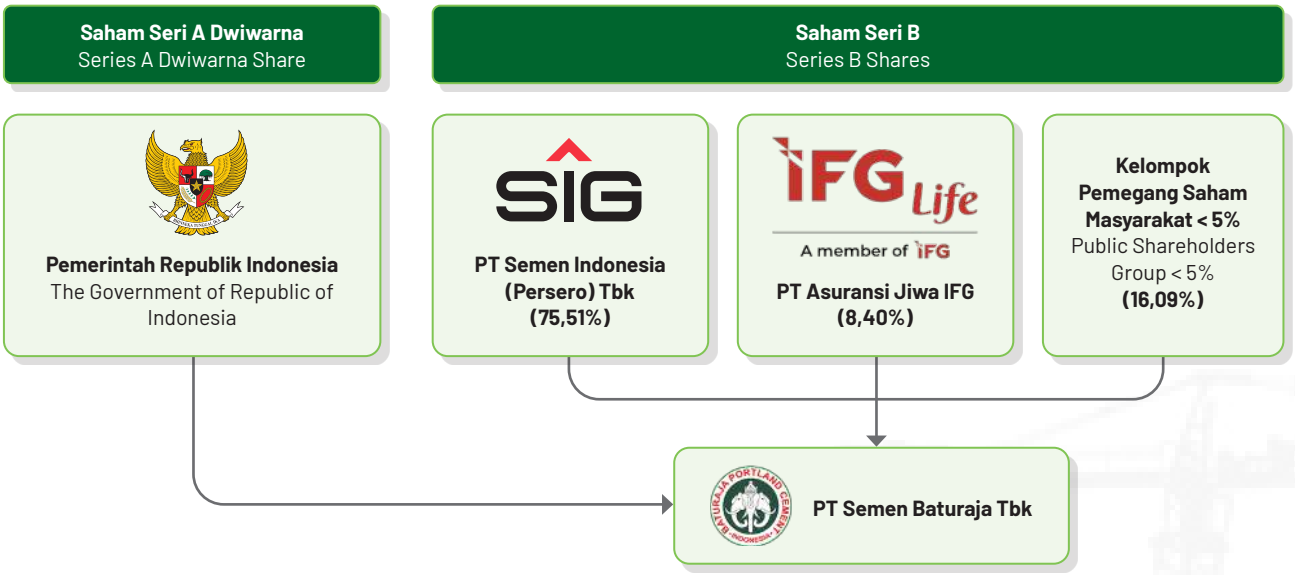
Dasar Hukum Pengangkatan / *Legal Basis of Appointment*	Surat Keputusan Direksi No. PH.01.04/041/2024 tanggal 01 April 2024 / Board of Directors Decree No. PH.01.04/040/2023 dated July 01, 2023
Masa Jabatan / *Term of Office*	01 April 2024 – Sekarang / July 01, 2023 – present
Kewarganegaraan / *Citizenship*	Warga Negara Indonesia / Indonesian Citizen
Usia / *Age*	51 tahun / 51 years old
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Bergabung di Perusahaan / *Join the Company*	2003
Riwayat Pendidikan / *Educational Background*	• S2 Manajemen Pemasaran, Universitas Sriwijaya (2021) / Master's Degree in Marketing Management, Universitas Sriwijaya (2021) • S1 Teknik Mesin, Universitas Sriwijaya (1997) / Bachelor's Degree in Mechanical Engineering, Universitas Sriwijaya (1997)
Pengalaman Kerja / *Work Experience*	• Vice President of Marketing Merangkap Vice President of Sales Area 1, Vice President of Sales Area 2, ditugaskan PGS General Manager of Retail Sales Regional II PT Semen Indonesia (Persero) Tbk (2023-2024) • Vice President of Marketing (2023) • Vice President of Marketing merangkap Vice President of Sales Area 2 (2023) / Vice President of Marketing and Vice President of Sales Area 2 (2023) • Vice President Marketing (2022-2023) • Vice President Sales (2021-2022) • Vice President Operation I (2018-2020) • Vice President Human Capital (2018) • Ka. Departemen Logistik (2016-2018)
Sertifikasi yang Dimiliki / *Owned Certification*	• Manajemen Energi Sub Bidang Industri – Manajer Energi Pratama, dari BNSP (Badan Nasional Sertifikasi Profesi)(2014) / Industrial Sub Sector Energy Management – Primary Energy Manager, from BNSP (National Professional Certification Body)(2014) • Manajemen Energi Sub Bidang Industri – Manajer Energi Pratama, dari BNSP (Badan Nasional Sertifikasi Profesi)(2012) / Industrial Sub Sector Energy Management – Primary Energy Manager, from BNSP (National Professional Certification Agency)(2012)

Demografi Karyawan
Employee Demography

Informasi mengenai jumlah karyawan berdasarkan level organisasi, tingkat pendidikan, status kepegawaian, rentang usia, jenis kelamin, dan unit bisnis telah disajikan dalam bab Tinjauan Unit Pendukung Bisnis dalam Laporan Tahunan ini.

Information regarding total employees by organizational level, education level, employment status, age range, gender, and business unit has been presented in the Business Support Unit Overview chapter of this Annual Report.

Struktur Pemegang Saham
Shareholding Structure



Informasi Komposisi Pemegang Saham
Company Shareholding Composition

PENGALIHAN SAHAM NEGARA REPUBLIK INDONESIA PADA PERUSAHAAN KE 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 Klaster Semen melalui proses Hak Memesan Efek Terlebih Dahulu (HMETD).

TRANSFER OF REPUBLIC OF INDONESIA SHARES IN THE COMPANY TO CEMENT INDONESIA

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 Rp2,848,672,369,646.

Informasi Komposisi Pemegang Saham
Company Shareholding Composition

Proses pengalihan saham ini, dilaksanakan melalui penandatanganan Akta Perjanjian Pengalihan Saham No. 15, yang dibuat di hadapan 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 Arsal, 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.

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 Arsal, 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

Tabel Kepemilikan Saham PT Semen Baturaja Tbk Tahun 2024

COMPANY SHAREHOLDING COMPOSITION

Shareholding of PT Semen Baturaja Tbk in 2024

Pemegang Saham / *Shareholders*	Jumlah Saham (Lembar) / *Number Of Shares (Shares)*	Modal Ditempatkan Dan Disetor Penuh (Rp) / *Issued And Fully-Paid Capital (Rp)*	Persentase Kepemilikan (%) / *Shareholding Percentage (%)*
Nilai Nominal Saham = Rp100,-/lembar saham / Nominal of Shares Value = IDR100/share			
Saham Seri A Dwiwarna / Series A Dwiwarna Share			
Pemerintah Republik Indonesia / The Government of Republic of Indonesia	1	100	0,00
Saham Seri B			
PT Semen Indonesia (Persero) Tbk	7.499.999.999	749.999.999.900	75,51
PT Asuransi Jiwa IFG	834.028.900	83.402.890.000	8,40
Kelompok Pemegang Saham Masyarakat < 5% / Public Shareholders Group < 5%	1.598.505.436	159.850.543.600	16,09
Jumlah / Total	**9.932.534.336**	**993.253.433.600**	**100,00**

Informasi Komposisi Pemegang Saham
Company Shareholding Composition

KOMPOSISI 20 PEMEGANG SAHAM TERBESAR

Tabel Komposisi 20 Pemegang Saham Terbesar pada PT Semen Baturaja Tahun Tbk 2024

TOP-20 SHAREHOLDERS

Composition of the 20 Largest Shareholders in PT Semen Baturaja Tbk 2024

NO	Pemegang Saham / *Shareholders*	Status	Jumlah Saham (Lembar) / *Total Shares (Shares)*	Persentase Kepemilikan (%) / *Ownership Percentage (%)*
1	Semen Indonesia (Persero) Tbk, PT	Perseroan Terbatas	7.499.999.999	75,5094294
2	PT Asuransi Jiwa IFG - IFG Life Dana Cadangan Bunga Mengambang - Migrasi	Asuransi	834.028.900	8,3969395
3	PT Asabri (Persero) - Dapen Polri	Dana Pensiun	212.438.800	2,1388177
4	PT Asabri (Persero) - Dapen Tni	Dana Pensiun	210.630.900	2,1206159
5	Reksa Dana Pinnacle Dana Prima	Reksadana	40.256.300	0,4052974
6	PT Asabri (Persero)	Dana Pensiun	39.282.900	0,3954972
7	Reksa Dana Pan Arcadia Dana Saham Bertumbuh	Reksadana	38.112.000	0,3837087
8	Reksa Dana Pool Advista Kapital Optimal	Reksadana	31.453.800	0,3166745
9	Reksa Dana Syariah Pan Arcadia Dana Saham Syariah	Reksadana	27.012.000	0,2719548
10	Reksa Dana Syariah Treasure Saham Berkah Syariah	Reksadana	25.641.000	0,2581516
11	Reksa Dana Syariah Mnc Dana Syariah Ekuitas Ii	Reksadana	25.163.000	0,2533392
12	Reksa Dana Syariah Aurora Sharia Equity	Reksadana	23.508.000	0,2366768
13	Reksa Dana Treasure Saham Mantap	Reksadana	20.243.500	0,2038100
14	Reksa Dana Aurora Smc Equity	Reksadana	13.725.000	0,1381823
15	Citibank New York S/A Emerging Markets Core Equity Portfolio Of Dfa Investment D	Badan Usaha Asing	12.933.000	0,1302085
16	Denny Pipie Kirana	Perorangan Indonesia	11.062.900	0,1113804
17	Aspin Suryanna	Perorangan Indonesia	10.658.500	0,1073090
18	PT Asabri (Persero) - Dapen	Dana Pensiun	10.076.000	0,1014444
19	Tjandra Minata Sutiono	Perorangan Indonesia	8.863.100	0,0892330
20	Tjen Foeng Fa	Perorangan Indonesia	8.298.500	0,0835487

KOMPOSISI PEMEGANG SAHAM 5% DAN/ATAU LEBIH

Tabel Komposisi Pemegang Saham 5% dan/atau Lebih Tahun 2024

SHAREHOLDER COMPOSITION OF 5% AND/OR MORE

Shareholder Composition of 5% and/or More in 2024

Pemegang Saham / *Shareholders*	Jumlah Saham (Lembar) / *Total Shares (Shares)*		Persentase Kepemilikan (%) / *Shareholding Percentage (%)*		Status
	01 Januari 2024 / *January 1, 2024*	31 Desember 2024 / *December 31, 2024*	01 Januari 2024 / *January 1, 2024*	31 Desember 2024 / *December 31, 2024*	
Pemerintah Republik Indonesia / The Government of Republic of Indonesia	1	1	0,00	0,00	Negara Republik Indonesia / Republic of Indonesia

Informasi Komposisi Pemegang Saham
Company Shareholding Composition

Pemegang Saham / *Shareholders*	Jumlah Saham (Lembar) / *Total Shares (Shares)*		Persentase Kepemilikan (%) / *Shareholding Percentage (%)*		Status
	01 Januari 2024 / *January 1, 2024*	31 Desember 2024 / *December 31, 2024*	01 Januari 2024 / *January 1, 2024*	31 Desember 2024 / *December 31, 2024*	
PT Semen Indonesia (Persero) Tbk	7.499.999.999	7.499.999.999	75,51	75,51	Badan Usaha Milik Negara / State-Owned Enterprises
PT Asuransi Jiwa IFG	784.084.300	834.028.900	7,89	8,40	Asuransi / Insurance

KOMPOSISI PEMEGANG SAHAM KURANG DARI 5%

Tabel Komposisi Pemegang Saham kurang dari 5% Tahun 2024

COMPOSITION OF SHAREHOLDERS OF LESS THAN 5%

Composition of Shareholders of Less than 5% in 2024

Pemegang Saham / *Shareholders*	Jumlah Pemegang Saham	Jumlah Saham (Lembar)	Persentase Kepemilikan (%)
Pemodal Nasional / National Investor			
Pemerintah Republik Indonesia / Government of Republic of Indonesia	1	1	0,00
Perorangan Indonesia / Indonesian Individual	17.196	801.850.167	8,07
Koperasi / Cooperative	4	213.700	0,00
Yayasan / Foundation	1	57.000	0,00
Dana Pensiun / Pension Fund	15	480.400.629	4,84
Asuransi / Insurance	1	200.000	0,00
Bank	0	0	0,00
Perseroan Terbatas / Limited Liability Company	35	17.090.855	0,17
Lembaga Pemerintah / Government Agencies	1	87	0,00
Reksa Dana / Mutual Funds	14	273.292.373	2,75
Sub Total	**17.268**	**1.573.104.812**	**15,84**
Pemodal Asing / Foreign Investors			
Perorangan Asing / Foreign Individuals	97	3.282.475	0,03
Badan Usaha Asing / Foreign Companies	21	22.068.150	0,22
Sub Total	**118**	**25.350.625**	**0,26**
Jumlah / Total	**17.386**	**1.598.455.437**	**16,09**

Informasi Komposisi Pemegang Saham
Company Shareholding Composition

KOMPOSISI PEMEGANG SAHAM BERDASARKAN KLASIFIKASI

Tabel Komposisi Pemegang Saham Berdasarkan Kelompok Tahun 2024

COMPOSITION OF SHAREHOLDERS BASED ON CLASSIFICATION

Composition of Shareholders by Group in 2024

Pemegang Saham / *Shareholders*	Jumlah Pemegang Saham / *Total Shareholders*	Jumlah Saham (Lembar) / *Total Shares (Shares)*	Persentase Kepemilikan (%) / *Shareholding Percentage (%)*
Pemerintah Republik Indonesia / Government of Republic of Indonesia	1	1	0,00
Lokal / Local			
Perorangan / Individual	17.196	801.850.167	8,07
Badan Usaha / Companies	73	9.105.333.543	91,67
Sub Total	**17.629**	**9.105.333.543**	**99,74**
Asing / Foreign			
Perorangan / Individual	97	3.282.475	0,03
Badan Usaha / Companies	21	22.068.150	0,22
Sub Total	**118**	**25.350.625**	**0,26**
Jumlah / Total	**17.388**	**9.932.534.336**	**100**

JUMLAH PEMEGANG SAHAM DAN PERSENTASE KEPEMILIKAN SAHAM YANG BEREDAR (*FREEFLOAT*) PER 31 DESEMBER 2024

TOTAL SHAREHOLDERS AND PERCENTAGE OF OUTSTANDING SHAREHOLDING (FREEFLOAT) AS OF DECEMBER 31, 2024

Pemegang Saham / *Shareholders*	Jumlah Pemegang Saham / *Total Shareholders*	Jumlah Saham (Lembar) / *Total Shares (Shares)*	Persentase Kepemilikan (%) / *Shareholding Percentage (%)*
Pemodal Nasional / National Investor			
Perorangan Indonesia / Indonesian Individual	17.194	801.833.969	8,07
Koperasi / Cooperative	4	213.700	0,00
Yayasan / Foundation	1	57.000	0,00
Dana Pensiun / Pension Fund	14	480.350.629	4,84
Asuransi / Insurance	1	200.000	0,00
Bank	0	0	0,00
Perseroan Terbatas / Limited Liability Company	35	17.090.855	0,17
Lembaga Pemerintah / Government Agencies	1	87	0,00
Reksa Dana / Mutual Funds	14	273.292.373	2,75
Sub Total	**17.264**	**1.573.088.613**	**15,84**
Pemodal Asing / Foreign Investors			
Perorangan Asing / Foreign Individuals	97	3.282.475	0,03
Badan Usaha Asing / Foreign Companies	21	22.068.150	0,22
Sub Total	**118**	**25.350.625**	**0,26**
Jumlah / Total	**17.382**	**1.598.389.238**	**16,09**

Informasi Komposisi Pemegang Saham
Company Shareholding Composition

JUMLAH PEMEGANG SAHAM DAN PERSENTASE KEPEMILIKAN SAHAM PER 31 DESEMBER 2024
TOTAL SHAREHOLDERS AND PERCENTAGE OF SHARE OWNERSHIP AS OF DECEMBER 31, 2024

Pemegang Saham / *Shareholders*	Jumlah Pemegang Saham / *Total Shareholders*	Jumlah Saham (Lembar) / *Total Shares (Shares)*	Persentase Kepemilikan (%) / *Shareholding Percentage (%)*
Pemodal Nasional / National Investor			
Negara Republik Indonesia (Saham Seri A Dwiwarna) / Republic of Indonesia (Dwiwarna Series A Shares)	1	1	0,00
Badan Usaha Milik Negara / State-Owned Enterprises	-	-	-
Perorangan Indonesia / Indonesian Individual	17.196	801.850.167	8,07
Koperasi / Cooperative	4	213.700	0,00
Yayasan / Foundation	1	57.00057.	0,00
Dana Pensiun / Pension Fund	15	480.450.629	4,84
Asuransi / Insurance	2	834.228.900	8,40
Bank	0	0	0
Perseroan Terbatas / Limited Liability Company	36	7.517.090.854	75,68
Lembaga Pemerintah / Government Agencies	1	87	0,00
Reksa Dana / Mutual Funds	14	273.292.373	2,75
Sub Total	**17.270**	**9.907.183.711**	**99,74**
Pemodal Asing / Foreign Investors			
Perorangan Asing / Foreign Individuals	97	3.282.475	0,03
Badan Usaha Asing / Foreign Companies	21	22.068.150	0,22
Sub Total	**118**	**25.350.625**	**0,26**
Jumlah / Total	**17.388**	**9.932.534.336**	**100**

KOMPOSISI PEMEGANG SAHAM BERDASARKAN LOKASI DAN JENIS INVESTOR PER 31 DESEMBER 2024
SHAREHOLDERS COMPOSITION BASED ON LOCATION AND TYPE OF INVESTOR AS OF DECEMBER 31, 2024

Pemegang Saham / *Shareholders*	Jumlah Pemegang Saham / *Total Shareholders*	Jumlah Saham (Lembar) / *Total Shares (Shares)*	Persentase Kepemilikan (%) / *Shareholding Percentage (%)*
Lokal Investor / Investor Location			
Domestik / Domestic	17.270	9.907.183.711	99,74
Asing / Foreign	118	25.350.625	0,26
Jumlah / Total	**17.388**	**9.932.534.336**	**100**
Jenis Investor / Type of Investor			
Ritel / Retail	17.293	805.132.642	8,11
Institusi / Institution	95	9.127.401.694	91,89
Jumlah / Total	**17.388**	**9.932.534.336**	**100**

Informasi Tentang Pemegang Saham Utama/ Pengendali Hingga Entitas Pemilik Akhir

Information on Majority/Controllers Shareholder up to the Ultimate Parent Entity

Pada 19 Desember 2022, telah dilakukannya inbreng saham 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.

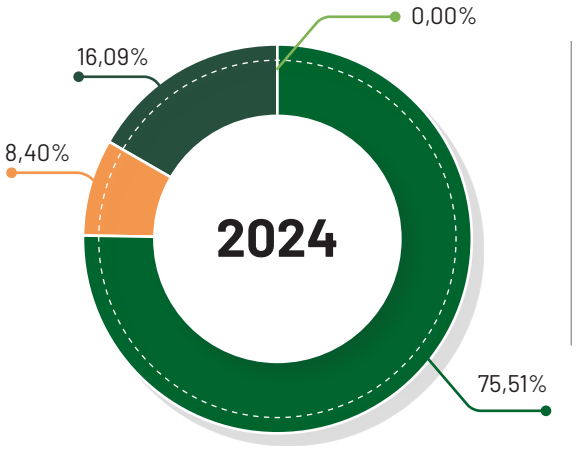
Maka, terjadi perubahan kepemilikan saham Perusahaan, sebagai kelanjutan Program Integrasi BUMN Sub Klaster Semen melalui proses Hak Memesan Efek Terlebih Dahulu (HMETD). Di mana dengan berintegrasinya Perusahaan ke dalam BUMN Sub Klaster Semen, menjadikan PT Semen Indonesia (Persero) Tbk atau Semen 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 (satu) lembar.

On December 19, 2022, the Government of Indonesia has made a share inbreng by transferring the shares of the Republic of Indonesia amounting to 7,499,999,999 Series B shares with a total value of Rp2,848,672,369,646 or representing 75.51% of the total issued and fully paid-up capital in the Company into shares of PT Semen Indonesia (Persero) Tbk.

Thus, there was a change in the Company's share ownership, as a continuation of the SOEs Sub-Claster Semen Integration Program through the Pre-emptive Rights (HMETD) process, where by integrating the Company into the SOEs Sub-Claster Semen, PT Semen Indonesia (Persero) Tbk or Semen Indonesia (SIG) became the Company's Major Shareholder with a composition of series B share ownership of 75.51% of shares. Meanwhile, the Government of the Republic of Indonesia is the Company's Controlling Shareholder and the Company's Ultimate Parent Entity with a composition of series A Dwi Warna share ownership of 1 (one) share.

Komposisi Pemegang Saham PT Semen Baturaja Tbk per 31 Desember 2024

Composition of PT Semen Baturaja Tbk Shareholder as of December 31, 2024



- Pemerintah Republik Indonesia (Saham Seri A Dwiwarna) / The Government of Republic of Indonesia (Share of Series A Dwiwarna)
- PT Semen Indonesia (Persero) Tbk (Saham Seri B) / PT Semen Indonesia (Persero) Tbk (Series B shares)
- PT Asuransi Jiwa IFG (Saham Seri B / Series B shares)
- Kelompok Pemegang Saham Masyarakat < 5% (Saham Seri B) / Public Shareholders Group < 5% (Series B shares)

Informasi Tentang Pemegang Saham Utama/ Pengendali Hingga Entitas Pemilik Akhir

Information on Majority/Controllers Shareholder up to the Ultimate Parent Entity

Berdasarkan pada 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).

Based on Government Regulation No. 41 of 2003 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 (SOEs).

Tabel Pemegang Saham Pengendali dan Entitas Pemilik **Controlling Shareholder and Name of Ultimate Owner**

Pemegang Saham Pengendali dan Entitas Pemilik Akhir / *Controlling Shareholder and Name of Ultimate Owner*	
Pemerintah Republik Indonesia / Kepresidenan / Government of Republic of Indonesia / Presidency	**Istana Negara / National Palace** Jl. Medan Merdeka Utara No. 3 RT. 2/RW.3, Kel. Gambir Kec. Gambir, Kota Jakarta Pusat DKI Jakarta 10110, Indonesia
	Kantor Kementerian Sekretariat Negara Republik Indonesia / Ministry of State Secretariat of the Republic of Indonesia Office Jl. Veteran No. 17-18 Jakarta Pusat 10110 DKI Jakarta, Indonesia. Telp : (+62) 21 3845627 Website : www.setneg.go.id
Kementerian Badan Usaha Milik Negara (BUMN) / Ministry of SOE Office	**Kantor Kementerian BUMN** Jl. Medan Merdeka Selatan No. 13 Jakarta Pusat 10110 DKI Jakarta, Indonesia. Telp : (+62) 21 29935678 Fax : (+62) 21 29935740 Website : www.bumn.go.id
Pemegang Saham Utama / *Majority Shareholder*	
PT Semen Indonesia (Persero) Tbk	PT Semen Indonesia (Persero) Tbk Jl. R.A. Kartini Kav.8, Cilandak Barat Jakarta Selatan 12430 DKI Jakarta, Indonesia. South Quarter, Tower A, Lt 19-20 Telp : (+62) 21 5261174-5 Fax : (+62) 21 5261176 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 2024, Perusahaan hanya memiliki 1 (satu) Entitas Anak yakni PT Baturaja Multi Usaha, dan tidak memiliki Entitas Asosiasi ataupun Ventura Bersama. Informasi tentang Entitas Anak Perusahaan adalah sebagai berikut:

As of December 31, 2023, the Company only had 1 (one) Subsidiary and did not have Associated Entities or Joint Ventures. Information on the Subsidiary Entity is as follows:

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.

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

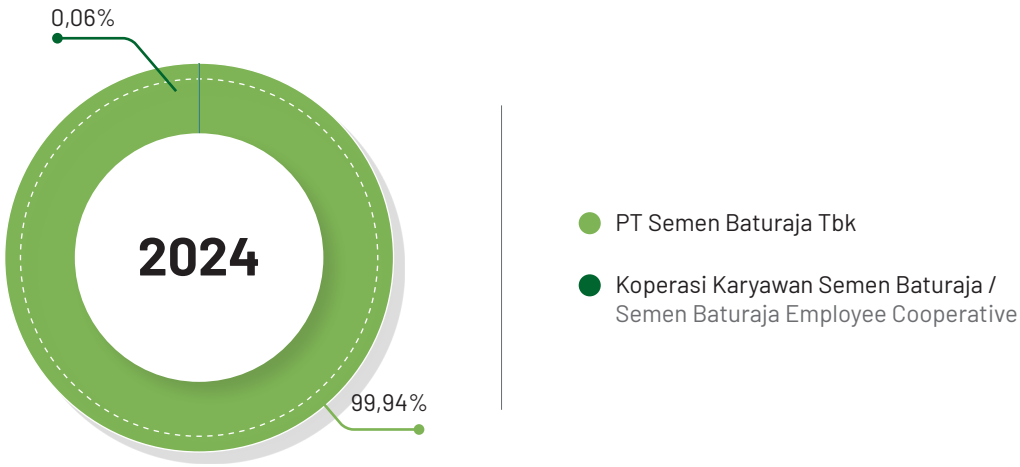
PT Baturaja Multi Usaha	
Bidang Usaha / *Line of Business*	Penjualan, logistik dan bisnis lainnya / Sales, logistics and other businesses
Domisili / *Domicile*	Palembang
Tahun Berdiri / *Year of Establishment*	2016
Tahun Beroperasi Komersial / *Year of Commercial Operation*	2016
Tahun Penyertaan Modal oleh Perusahaan / *Year of Equity Participation by Company*	2016
Status Operasi / *Operation Status*	Beroperasi / Operating
Kepemilikan oleh Perusahaan / *Ownership by Company*	2024 : 99,94%
	2022 : 99,94%
Jumlah Aset (Rp juta) / *Total Assets (Rp million)*	2024: 121.275
	2023: 117.680
Alamat / *Address*	Jl. Tiga Gajah No 18 Komplek Tiga Gajah Indah RT 20 RW 09 Kelurahan Sukajadi Kecamatan Baturaja Timur Kabupaten Ogan Komering Ulu
Telepon / *Phone*	0711-5541379

Informasi Daftar Entitas Anak, Entitas Asosiasi, dan Ventura Bersama

Information on List of Subsidiaries, Associated Entities, and Joint Ventures

KOMPOSISI KEPEMILIKAN SAHAM PT BATURAJA MULTI USAHA PER 31 DESEMBER 2023

SHAREHOLDING COMPOSITION OF PT BATURAJA MULTI USAHA AS OF DECEMBER 31, 2024



KINERJA KEUANGAN PT BATURAJA MULTI USAHA PER 31 DESEMBER 2024

FINANCIAL PERFORMANCE OF PT BATURAJA MULTI USAHA AS OF DECEMBER 31, 2024

Uraian / *Description*	2024 (Rp Juta) / *2024 (Rp Million)*	2023 (Rp Juta) / *2023 (Rp Million)*	Perubahan / *Changes*	
			Nominal (Rp Juta) / *Nominal (Rp Million)*	Persentase (%) / *Percentage (%)*
Pendapatan / Income	129.447	106.131	23.316	22,0
Beban Pokok Pendapatan / Income of Goods Sold	125.148	97.750	27.398	28,0
(Rugi) Laba Bersih / Net (Loss) Profit	(1.518)	2.504	(4.022)	(160,6)
Aset / Assets	121.275	117.680	3.594	3,1
Liabilitas / Liabilities	159.877	154.782	5.095	3,0
Ekuitas / Equity	(38.602)	(37.102)	(1.500)	(4,0)

KOMPOSISI MANAJEMEN KUNCI

Tabel Manajemen Kunci PT Baturaja Multi Usaha per 31 Desember 2024

KEY MANAGEMENT COMPOSITION

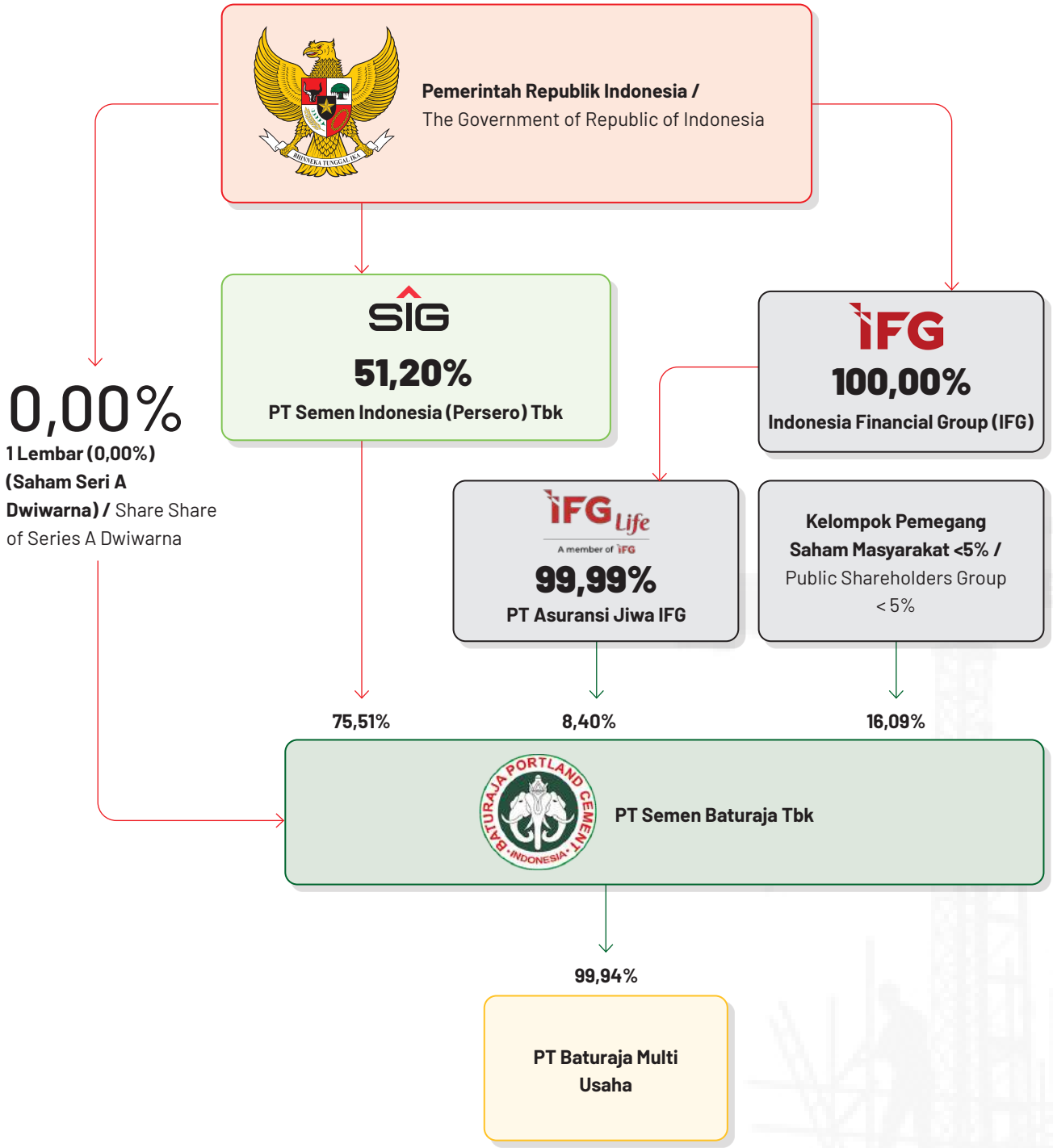
Key Management of PT Baturaja Multi Usaha as of December 31, 2024

Nama / *Name*	Manajemen / *Management*
Direktur / Director	Ahmad Faisal Ramadhan
VP Marketing & Sales	Praba Yudistira
VP Transport	Muhammad Andri Rizani
VP Financial	Bambang Ardianto
VP Corporate Management	Zulman
VP Internal Audit	Tobok Hutabarat

Struktur Grup Perusahaan
Company Group Structure

Informasi struktur Grup PT Semen Baturaja Tbk per 31 Desember 2024 adalah sebagai berikut:

Information on Group structure of PT Semen Baturaja Tbk as of December 31, 2024 is as follows:



- 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,- per saham dan harga penawaran saham Rp560,- 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 Rp100 per share and a share offering price of Rp560 per share.

Tabel Penawaran Umum Saham Perdana / **Initial Public Offering**

Tanggal Pencatatan / Recording Date	Jenis Tindakan Korporasi / *Type of Corporate Action*	Tujuan Tindakan Korporasi / *Objectives of Corporate Action*	Jumlah Saham Diterbitkan / *Total Issued Shares*	Nama Bursa Pencatatan Saham Perusahaan / *Stock Exchange*
28 Juni 2013 / June 28, 2013	PT Semen Baturaja (Persero) Tbk resmi melakukan pencatatan saham di Bursa Efek Indonesia melalui penerbitan saham baru atau *Initial Public Offering* (IPO) dengan kode saham SMBR. 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 / 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 Rp100 per share. These shares were sold at Rp560 per share, resulting in a total emission of Rp1,3 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, Sumatera Selatan dengan kapasitas produksi 1,85 juta ton / Funding for the construction of a cement plant in Baturaja, South Sumatera, with a production capacity of 1.85 million tons	2.337.678.500	Bursa Efek Indonesia (BEI) / Indonesia Stock Exchange (IDX)
18 April 2017 / April 18, 2017	Bursa Efek Indonesia menyetujui pencatatan saham Perusahaan yang dilakukan secara prapencatatan di Bursa Efek Indonesia dengan jumlah saham sebanyak 162.320.400 saham seri B yang berasal dari saham *Management and Employee Stock Option Plan* (MESOP) dengan nilai nominal Rp100 per saham / 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 Rp100.	Program kepemilikan Saham Karyawan dan Manajemen / Employee and Management Stock Option Program	94.855.836	Bursa Efek Indonesia (BEI) / Indonesia Stock Exchange (IDX)

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.

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.

Kronologi Penerbitan dan/atau Pencatatan Saham

Chronology of Issuance and/or Listing of Share

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.

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 fiscal year was 9,932,534,336 shares.

Tabel Program Alokasi Saham untuk Karyawan **Share Allocation Program for Employees**

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

Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya

Chronology of Issuance and/or Other Securities Listing

Hingga 31 Desember 2024, Perusahaan tidak melakukan penerbitan efek apa pun. 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 tempat efek lainnya dicatatkan, maupun peringkat efek.

As of December 31, 2024, the Company did not issue any securities. 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

MEKANISME PENUNJUKAN AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK

Berdasarkan Hasil Keputusan RUPS Tahunan Tahun Buku 2023 yang dilaksanakan pada tanggal 29 Mei 2024, Perusahaan menunjuk KAP Imelda dan Rekan (bagian dari jaringan Deloitte) yang mana pada 16 Oktober 2024 telah berubah nama menjadi Kantor Akuntan Publik Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) periode Tahun Buku 2024. Informasi mengenai KAP di tahun 2024 adalah sebagai berikut:

PUBLIC ACCOUNTING FIRM

MEKANISME PENUNJUKAN AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK

Based on the Resolution of the Annual GMS for the 2023 Fiscal Year held on May 29, 2024, the Company appointed KAP Imelda and Rekan (part of the Deloitte network) which changed its name to Public Accounting Firm Liana Ramon Xenia & Rekan (part of the Deloitte network) on October 16, 2024, to conduct an audit of the Company's Consolidated Financial Statements for the 2024 Fiscal Year and the Social and Environmental Responsibility Program Implementation Report, as well as the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year. Information regarding the KAP in 2024 is as follows:

AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK

PUBLIC ACCOUNTANT AND PUBLIC ACCOUNTING FIRM

Kantor Akuntan Publik / *Public Accounting Firm*	
Nama Lembaga/Profesi / *Name of Institution/ Profession*	**Kantor Akuntan Publik Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) Nomor Izin Usaha | License Number: 432/KM.1/2024 /** Public Accounting Firm Liana Ramon Xenia & Rekan (part of Deloitte network) | License Number: 432/KM.1/2024
Periode Penugasan / *Assignment Period*	2024
Alamat & Info lainnya / *Address & Other Info*	The Plaza Office Tower, 32nd Floor, Jl. M.H. Thamrin Kav 28-30, RT.9/RW.5, Gondangdia, Menteng, RT.9/RW.5, Gondangdia, Kec. Menteng, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10350 Telepon / Telephone : (+62) 21 5081 8000 Fax / Facsimile : (+62) 21 2992 8200 / 8300 Email : iddttl@deloitte.com
Jasa yang Diberikan / *Service Rendered*	1. Jasa Audit umum Laporan Keuangan Konsolidasian dan Entitas Anak Usaha untuk periode Tahun yang berakhir pada tanggal 31 Desember 2024, Audit Kepatuhan terhadap Peraturan Perundangan-undangan dan Pengendalian Internal PT Semen Baturaja Tbk Tahun buku 2024, dan jasa audit lainnya / General Audit Services for Consolidated Financial Statements and subsidiary for the year ended December 31, 2024, Audit of Compliance with Laws and Regulations and Internal Control of PT Semen Baturaja Tbk for the 2024 Fiscal Year, and other audit services 2. Jasa Audit umum Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PT Semen Baturaja Tbk untuk tahun yang berakhir pada tanggal 31 Desember 2024 / General Audit Services for Financial Statements of Micro and Small Business Funding Program (PUMK) of PT Semen Baturaja Tbk for the year ended on December 31, 2024 3. Jasa Prosedur yang Disepakati atas *Key Performance Indicator* (KPI) Direksi / Agreed upon procedures Services for Key Performance Indicators (KPIs) of the Board of Directors
Jasa lainnya / *Other Services*	Tidak ada / None
Biaya Jasa / *Fee*	Pada tahun yang berakhir pada tanggal 31 Desember 2024, biaya imbalan jasa yang dikenakan oleh Kantor Akuntan Publik Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) kepada Perseroan dan entitas anak adalah sebesar Rp 1.440.000.000 terdiri dari Rp 1.387.000.000 untuk jasa audit dan Rp 53.000.000 untuk jasa non-audit / For the year ended on, the fee charged by the Public Accounting Firm Liana Ramon Xenia & Rekan (part of Deloitte Network) to the Company and its subsidiaries was Rp1,440,000,000, consisting of Rp1,387,000,000 for audit services and Rp53,000,000 for non-audit services.

Lembaga dan/atau Profesi Penunjang
Supporting Institutions and/or Professionals

Konsultan Hukum / *Legal Consultant*	
Nama Lembaga/Profesi / *Name of Institution/ Profession*	**Law Firm Fahmi Nugroho & Partners**
Periode Penugasan / *Assignment Period*	2024
Alamat & Info lainnya / *Address & Other Info*	Jl. Merdeka No. 1069/C RT/RW. 05/02 Kel. Talang Semut Kecamatan Bukit Kecil Palembang 30135 Email : Nugroho_adv@yahoo.co.id, advokatfahminugroho@gmail.com
Jasa yang Diberikan / *Service Rendered*	Jasa Pendampingan Pelaporan Polisi / Police Reporting Assistance Services
Biaya Jasa / *Fee*	Rp125.000.000

Biro Administrasi Efek / *Share Registrar*	
Nama Lembaga/Profesi / *Name of Institution/ Profession*	**PT Datindo Entrycom**
Periode Penugasan / *Assignment Period*	2024
Alamat & Info lainnya / *Address & Other Info*	Jl. Hayam Wuruk No. 28 - Lantai 2 Jakarta 10120 Telepon / Telephone : (62) 21 - 350 8077 (Hunting) Fax / Facsimile : (62) 21 – 3508078 E-mail : corporatesecretary@datindo.com Web www.datindo.com
Jasa yang Diberikan / *Service Rendered*	1. Jasa EO RUPST Tahun Buku 2023 / 2023 Fiscal Year AGMS EO Services 2. Jasa Administrasi Saham Pasar Sekunder / Secondary Market Stock Administration Services
Biaya Jasa / *Fee*	1. Rp 94.500.000 2. Rp 40.000.000

Notaris / *Notary*	
Nama Lembaga/Profesi / *Name of Institution/ Profession*	Aulia Taufani, S.H
Periode Penugasan / *Assignment Period*	2024
Alamat & Info lainnya / *Address & Other Info*	Jl Jenderal Sudirman Lantai 18 Lot ABD Jakarta Selatan 12190 Telp : 520478 Fax : 5204780
Jasa yang Diberikan / *Service Rendered*	Jasa Notaris RUPST SMBR Tahun Buku 2023 / Notary Services for SMBR AGMS for 2023 Fiscal Year
Biaya Jasa / *Fee*	Rp24.500.000

Penghargaan dan Sertifikasi
Awards and Certification



PENGHARGAAN
AWARDS

Tabel Penghargaan Tahun 2024
2024 Awards Table

Tanggal/Bulan/Tahun / *Date/Month/Year*	Penghargaan / *Awards*	Cakupan / *Scope*
8 Maret 2024 / March 8, 2024	Dua Penghargaaan (Pabrik Penggilingan dan Pengantongan Semen di Kota Palembang dan Pabrik Baturaja) Kecelakaan Nihil (*Zero Accident Award*) Program Keselamatan dan Kesehatan kerja (K3) Tahun 2024 dari Provinsi Sumatera Selatan / Two Awards (Cement Grinding and Bagging Plant in Palembang City and Baturaja Factory): Zero Accident Award, Occupational Health and Safety (OHS) Program in 2024 from South Sumatera Province	Nasional / National
26 Maret 2024 / March 26, 2024	Patriana Award Tahun 2023 dari Provinsi Sumatera Selatan / Patriana Award in 2023 from South Sumatera Province	Nasional / National
29 Maret 2024 / March 29, 2024	Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup dengan Meraih Peringkat "Hijau" dari Kementerian Lingkungan Hidup dan Kehutanan RI / Corporate Performance Rating Assessment Program in Environmental Management by Achieving a "Green" Rating from the Indonesian Ministry of Environment and Forestry	Nasional / National
1 April 2024 / April 1, 2024	The 2nd Best SOE SUBHOLDING Asset Class Rp5T - <10T dari Infobank 13th Digital Brand Awards 2024 / The 2nd Best SOE SUBHOLDING Asset Class Rp. 5T - <10T from Infobank 13th Digital Brand Awards 2024	Nasional / National
29 Mei 2024 / May 29, 2024	Top Leader On CSR Commitment 2024 Direktur Utama & #Star 4 TOP CSR Award dari Top Business / Top Leader On CSR Commitment 2024 President Director & #Star 4 TOP CSR Award from Top Business	Nasional / National
6 Juni 2024 / June 6, 2024	Silver Champion For CSR Program "SMBR Economic & Education Beefarm" BISRA 2024 dari Bisnis Indonesia / Silver Champion For CSR Program "SMBR Economic & Education Beefarm" BISRA 2024 from Bisnis Indonesia	Nasional / National
30 Juli 2024 / July 30, 2024	Indonesia's Top Green Leaders Award 2024 – Suherman Yahya Direktur Utama dari Warta Ekonomi / Indonesia's Top Green Leaders Award 2024 – Suherman Yahya President Director from Warta Ekonomi	Nasional / National
30 Juli 2024 / July 30, 2024	Indonesia's Top Green Leaders Award 2024 – Suherman Yahya Direktur Utama / Indonesia's Top Green Leaders Award 2024 – Suherman Yahya President Director	Nasional / National
31 Juli 2024 / July 31, 2024	2 Platinum Winner & 1 Silver Winner dari ENSIA Award 2024 dari Sucofindo / 2 Platinum Winners & 1 Silver Winner from ENSIA Award 2024 from Sucofindo	Nasional / National
31 Juli 2024 / July 31, 2024	Strong Commitment CEO on Economic Program of CSR – Direktur Utama Suherman Yahya & Bintang Empat Predikat Gold Kategori Pilar Ekonomi dari 4th TJSL & CSR Award 2024 (BUM Track) / Strong Commitment CEO on Economic Program of CSR – President Director Suherman Yahya & Bintang Empat Predicate Gold Category of Economic Pillar from 4th TJSL & CSR Award 2024 (BUM Track)	Nasional / National



Tanggal/Bulan/Tahun / *Date/Month/Year*	Penghargaan / *Awards*	Cakupan / *Scope*
25 September 2024 / September 25, 2024	Good Mining Practice (GMP) 2024 – 2 Prestasi Pratama atas keberhasilannya dalam Aspek Pengelolaan Keselamatan serta Aspek Pengelolaan Lingkungan Hidup Pertambangan Mineral dan Batubara dari Kementerian ESDM RI / Good Mining Practice (GMP) 2024 – 2 Pratama Achievements for their success in the Safety Management Aspect and Environmental Management Aspect Mineral and Coal Mining from the Ministry of Energy and Mineral Resources of the Republic of Indonesia	Nasional / National
2 Oktober 2024 / October 2, 2024	Outstanding Achievement On Market Value Ration TOP BUMN Awards 2024 dari Bisnis Indonesia / Outstanding Achievement On Market Value Ration TOP BUMN Awards 2024 from Bisnis Indonesia	Nasional / National
25 Oktober 2024 / October 25, 2024	Prasetya Ahimsa dari Kementerian ESDM RI / Prasetya Ahimsa from the Ministry of Energy and Mineral Resources of the Republic of Indonesia	Nasional / National
14 November 2024 / November 14, 2024	Unit Pengumpul Zakat (UPZ) Teladan dalam Pembayaran Zakat, Infak, dan Sedekah Karyawan dari BAZNAS Provinsi Sumatera Selatan / Exemplary Zakat Collection Unit (UPZ) in Payment of Zakat, Infak, and Alms from BAZNAS of South Sumatera Province	Nasional / National
21 November 2024 / November 21, 2024	SNI Award 2024 dari Badan Standardisasi Nasional / SNI Award 2024 from the National Standardization Body	Nasional / National
21 November 2024 / November 21, 2024	Gold Rank – Asia Sustainability Reporting Rating (ASRRAT 2024) dari National Center for Corporate Reporting (NCCR) dan Institute of Certified Sustainability Practitioners (ICSP) / Gold Rank – Asia Sustainability Reporting Rating (ASRRAT 2024) from the National Center for Corporate Reporting (NCCR) and the Institute of Certified Sustainability Practitioners (ICSP)	Internasional / International
21 November 2024 / November 21, 2024	Indonesia Corporate Sustainability Award 2024 – Best Practice in Biodiversity Conservation / Indonesia Corporate Sustainability Award 2024 – Best Practice in Biodiversity Conservation	Nasional / National
6 Desember 2024 / December 6, 2024	2 Platinum Winner & 4 Gold Winner Temu Karya Mutu dan Produktivitas Nasional (TKMPN) XXVIII 2024 / 2 Platinum Winners & 4 Gold Winners of the National Quality and Productivity Work Meeting (TKMPN) XXVIII 2024	Nasional / National

Penghargaan dan Sertifikasi

Awards and Certification



1



2



3



4



5



6


7


8


9


10


11


12


13


14



15



16


17


18


19


20


21


22


23


24


25


26

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
1.	06 Agustus 2024 / August 06, 2024	Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Palembang / Palembang Plant Occupational Safety and Health Management System	SMK3	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. / 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 / Ministry of Manpower of the Republic of Indonesia	06 Agustus 2024 – 06 Agustus 2027 / August 06, 2024 – August 06, 2027	REG. SMK3.2024. SUC.SK-1442
2.		Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Baturaja / Baturaja Plant Occupational Safety and Health Management System	SMK3	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. / 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 / Ministry of Manpower of the Republic of Indonesia	06 Agustus 2024 – 06 Agustus 2027 / August 06, 2024 – August 06, 2027	REG. SMK3.2024. SUC.SK-1443
3.		Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Panjang / Panjang Plant Occupational Safety and Health Management System	SMK3	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. / 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 / Ministry of Manpower of the Republic of Indonesia	06 Agustus 2024 – 06 Agustus 2027 / August 06, 2024 – August 06, 2027	REG. SMK3.2024. SUC.SK-1446
4.	16 April 2024 / April 16, 2024	Persyaratan dengan pedoman penggunaan *Energy Management Systems* / Requirements with guidelines for use of Energy Management Systems	SNI ISO 50001:2018	Membantu Perusahaan meningkatkan efisiensi energi, mengurangi biaya operasional, dan menurunkan dampak lingkungan. / Assist the Company in improving energy efficiency, reducing operational costs, and lowering environmental impact.	Sucofindo	16 April 2024 – 15 April 2027 / April 16, 2024 – April 15, 2027	EnMS 00024

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
5.	17 Januari 2024 / January 17, 2024	Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) *Department of Corporate Secretary* dan *Department of Procurement* / Anti-Bribery Management System (SMAP) Certification of the Department of Corporate Secretary and Department of Procurement	SNI ISO 37001:2016	Menanamkan budaya anti-penyuapan dalam sebuah organisasi dan menerapkan pengendalian yang tepat sehingga dapat meningkatkan kesempatan untuk mendeteksi dan mengurangi kejadian penyuapan sejak awal / Instill an anti-bribery culture within an organization and implement appropriate controls which may increase the opportunity to detect and mitigate bribery incidents early on.	BSI Group Indonesia	17 Januari 2024 – 10 Desember 2026 / January 17, 2024 – December 10, 2026	IABMS 738282
6.	10 Januari 2024 / January 10, 2024	Baturaja Portland Cement	Green Label Indonesia	Pemenuhan atribut produk ramah lingkungan / Fulfillment of environmentally friendly product attributes	Green Product Council Indonesia	10 Januari 2024 – 10 Januari 2025 / January 10, 2024 – January 10, 2025	026/GPCI - GLI/ SP/I/2024
7.	19 Oktober 2023 / October 19, 2023	Jenis *Portland* Komposit (PCC) Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang / Portland Composite (PCC) Type Palembang Plant, Baturaja Plant & Panjang Plant	SPPT SNI PCC (SNI 7064:2022)	Memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia terbaru dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. / Ensure and see whether consistency and implementation in cement production are in accordance with the latest 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	03 Mei 2023 – 02 Mei 2027 / May 03, 2023 – May 02, 2027	No. 005/BSPJI-Palembang/ MS.5/X/2023
8.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Klinker Tipe 1 Curah / Legitimate Signs of Domestic Component Level Achievement for Bulk Type 1 Clinker Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5892/SJ-IND.8/ TKDN/7/2023

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
9.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen PCC Kemasan 50 kg / Legitimate Signs of Domestic Component Level Achievement for 50 kg PCC Cement Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5893/SJ-IND.8/ TKDN/7/2023
10.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen OPC Tipe I Curah / Legitimate Signs of Domestic Component Level Achievement for Bulk Type I OPC Cement Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5898/SJ-IND.8/ TKDN/7/2023
11.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk OPC V Curah / Legitimate Signs of Domestic Component Level Achievement for Bulk OPC V Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5901/SJ-IND.8/ TKDN/7/2023

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
11.	3 Mei 2023 / May 3, 2023	Jenis *Ordinary Portland Cement* (OPC) Type I Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang / Ordinary Portland Cement (OPC) Type I Palembang Plant, Baturaja Plant & Panjang Plant	SPPT SNI OPC Type I (SNI 2049-1:2020)	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. / 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	3 Mei 2023 – 2 Mei 2027 / May 3, 2023 – May 2, 2027	No. 030/ BSPJIPalembang/ MS.1/V/2023
12.	3 Mei 2023 / May 3, 2023	Jenis *Ordinary Portland Cement* (OPC) Type II dan Type V Pabrik Baturaja / Ordinary Portland Cement (OPC) Type II and Type V Baturaja Plant	SPPT SNI Semen *Portland* Type II dan *Type* V (SNI 2049-1:2020) / SPPT SNI Cement Portland Type II and Type V (SNI 2049-1:2020)	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. / 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.	BPS JI Palembang	3 Mei 2023 – 2 Mei 2027 / May 3, 2023 – May 2, 2027	No. 031/BSPJI-Palembang/ MS.1/V/2023

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
13.	27 Februari 2023 / February 27, 2023	Jenis *Portland Komposit* (PCC) Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang / Types of Portland Composite (PCC) Palembang Plant, Baturaja Plant & Panjang Plant	SPPT SNI PCC (SNI 7064:2014)	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. / 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	31 Mei 2021 – 18 Juni 2025 / May 31, 2021 – June 18, 2025	No. 015/ BSPJI-Palembang/ MS.1/ II/2023
14.	28 Juli 2022 / July 28, 2022	Sistem Manajemen Lingkungan Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, serta Pabrik Panjang / Environmental Management System for Head Office & Palembang Plant, Baturaja Plant, and Panjang Plant	SNI ISO 14001:2015	Mengidentifikasi secara sistematik dan mengelola risiko lingkungan sehingga mampu melindungi lingkungan secara komprehensif dan dapat mengurangi keluhan masyarakat secara umum / Systematically identify and manage environmental risks so as to be able to protect the environment comprehensively and can reduce public complaints in general	Sucofindo Int. Certification Services	28 Juli 2022 – 27 Juli 2025 / July 28, 2022 – July 27, 2025	EMS 00402
15.	28 Juni 2022 / June 28, 2022	Persyaratan Umum Kompetensi Laboratorium Pengujian dan Kalibrasi Unit of *Quality Control* / General Requirements for Testing and Calibration Laboratory Competencies Department Quality Control	SNI ISO/IEC 17025:2017	Menetapkan standar kompetensi untuk laboratorium dimana ruang lingkup standar ini mencakup pengujian dan kalibrasi dengan metode baku, dan metode yang dikembangkan oleh laboratorium sendiri. / 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) / National Accreditation Committee (KAN)	28 Juni 2022 – 27 Juni 2027 / June 28, 2022 – June 27, 2027	LP-462-IDN

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
16.	03 Juni 2022 / June 03, 2022	Sistem Manajemen Mutu Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, serta Pabrik Panjang / Quality Management System for the Head Office and Palembang Plant, Baturaja Plant, and Panjang Plant	SNI ISO 9001:2015	Secara umum penerapan ISO 9001:2015 adalah untuk: / In general, the application of ISO 9001: 2015 is to: 1. Meningkatkan kepercayaan kepada pelanggan akan mutu produk dan layanan. / Increase trust to customers of product and service quality. 2. Memberikan jaminan mutu produk dan layanan. / Provide quality assurance of products and services. 3. Meningkatkan produktivitas Perusahaan. / Increase the Company's productivity. 4. Meningkatkan motivasi karyawan. / Increase employee motivation. 5. Membentuk hubungan saling menguntungkan dengan pemasok. / Form a mutually beneficial relationship with suppliers. 6. Mencapai penghematan biaya yang optimum. / Achieve optimum cost savings. 7. Mengenal risiko dan peluang dalam meningkatkan mutu produk dan layanan. / Recognize risks and opportunities in improving the quality of products and services.	BSPJI Palembang	03 Juni 2022 – 02 Juni 2025 / June 03, 2022 – June 02, 2025	004/BSKJI/BSPJI-Palembang/MS.2/VI/2022
17.	22 Maret 2022 / March 22, 2022	Jenis *Ordinary Portland Cement* (OPC) Type I Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang / Ordinary Portland Cement (OPC) Type I Palembang Plant, Baturaja Plant & Panjang Plant	SPPT SNI OPC Type I (SNI 2049:2015)	Memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia terbaru dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. / 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 – 21 Maret 2026 / March 22, 2022 – March 21, 2026	No. 031/BSKJI/Baristand-Palembang/ MS.1/III/2022

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
18.	22 Maret 2022 / March 22, 2022	Jenis *Ordinary Portland Cement* (OPC) Type II Pabrik Baturaja / Ordinary Portland Cement (OPC) Type II Baturaja Plant	SPPT SNI OPC Type II (SNI 2049:2015)	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. / 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 – 21 Maret 2026 / March 22, 2022 – March 21, 2026	No.032/BSKJI/ BaristandPalembang/ MS.1/III/2022
19.	22 Maret 2022 / March 22, 2022	Jenis *Ordinary Portland Cement* (OPC) Type V Pabrik Baturaja / Ordinary Portland Cement (OPC) Type V Baturaja Plant	SPPT SNI Semen Portland Type V (SNI 2049:2015)	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. / 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 / March 22, 2022 – July 16, 2026	No.033/BSKJI/ BaristandPalembang/ MS.1/III/2022
20.	26 Agustus 2021 / August 26, 2021	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Mortar Acian Abu-abu, Mortar Acian Putih / Legitimate Signs of Domestic Component Level Achievement for Gray Acian Mortar, White Acian Mortar Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level (TKDN) Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. / Describe the number of uses of raw materials and other materials which are domestic products.	26 Agustus 2021 / August 26, 2021	26 Agustus 2021 – 25 Agustus 2024 / August 26, 2021 – August 25, 2024	LPA-3230/PK2439/ PTKDN. DIPAINFRAS/ VII/216757/SJ-IND.8/ TKDN/8/2021

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
21.	26 Agustus 2021 / August 26, 2021	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Mortar Pasangan Bata dan Plesteran / Legitimate Signs of Domestic Component Level Achievement for Bricklaying and Plastering Mortar Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level (TKDN) Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. / Describe the number of uses of raw materials and other materials which are domestic products.	26 Agustus 2021 / August 26, 2021	26 Agustus 2021 – 25 Agustus 2024 / August 26, 2021 – August 25, 2024	LPA-3231/PK2439/ PTKDN. DIPAINFRAS/ VII/216758/SJ-IND.8/ TKDN/8/2021
22.	26 Agustus 2021 / August 26, 2021	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Mortar Pasangan Bata Ringan, Mortar Perekat Keramik / Legitimate Signs of Domestic Component Level Achievement for Lightweight Brick Mortar, Ceramic Adhesive Mortar Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level (TKDN) Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. / Describe the number of uses of raw materials and other materials which are domestic products.	26 Agustus 2021 / August 26, 2021	26 Agustus 2021 – 25 Agustus 2024 / August 26, 2021 – August 25, 2024	6759/SJ-IND.8/ TKDN/8/2021 LPA-3232/PK2439/ PTKDN. DIPAINFRAS/ VII/21
23.	26 Agustus 2021 / August 26, 2021	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk *White Clay* / Legitimate Signs of Domestic Component Level Achievement for White Clay Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level (TKDN) Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. / Describe the number of uses of raw materials and other materials which are domestic products.	26 Agustus 2021 / August 26, 2021	26 Agustus 2021 – 25 Agustus 2024 / August 26, 2021 – August 25, 2024	6760/SJ-IND.8/ TKDN/8/2021 LPA-3233/PK2439/ PTKDN. DIPAINFRAS/ VII/21

Penghargaan dan Sertifikasi
Awards and Certification

No.	Tanggal Dikeluarkannya Sertifikasi / *Certificate Issuance Date*	Jenis, Bidang atau Area Sertifikasi / *Type, Field or Area of Certification*	Nama Sertifikasi / *Certification Na17*	Kegunaan / *Purpose*	Pemberi / *Provider*	Masa Berlaku / *Validity Period*	Dokumen Sertifikat / *Certificate Document*
24.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen PCC Curah / Legitimate Signs of Domestic Component Level Achievement for Bulk PCC Cement Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5894/SJ-IND.8/ TKDN/7/2023
25.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk OPC I Kemasan 50 kg / Legitimate Signs of Domestic Component Level Achievement for 50 kg OPC I Cement Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5899/SJ-IND.8/ TKDN/7/2023
26.	12 Juli 2023 / July 12, 2023	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk OPC II Curah / Legitimate Signs of Domestic Component Level Achievement for Bulk OPC II Products	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) / Legitimate Signs of Domestic Component Level Achievement (TKDN)	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri / Describe the number of uses of raw materials and other materials which are domestic products	Kementerian Perindustrian Republik Indonesia / Ministry of Industry of the Republic of Indonesia	12 Juli 2023 – 11 Juli 2026 / July 12, 2023 – July 11, 2026	5900/SJ-IND.8/ TKDN/7/2023

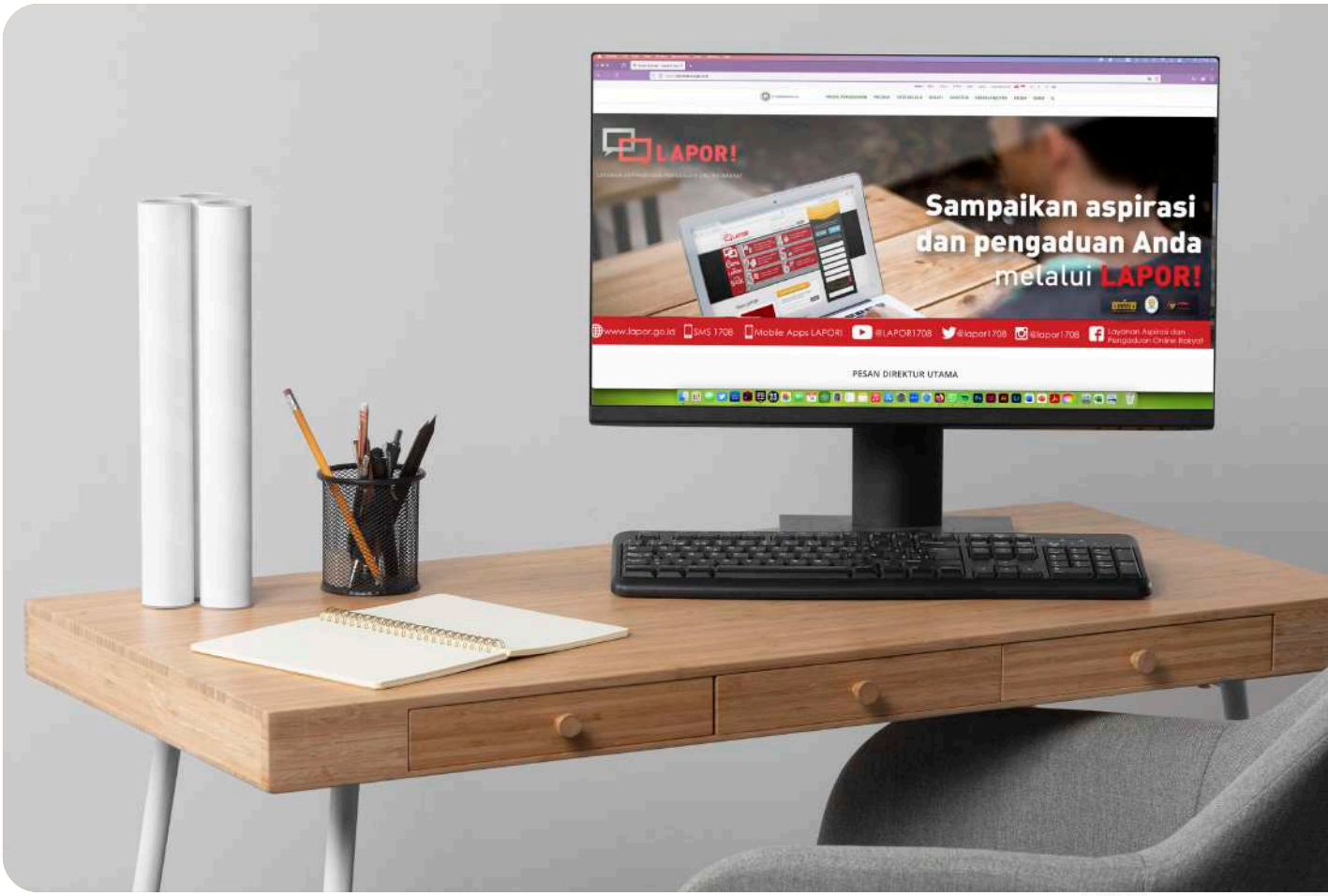
Daftar Alamat Entitas Anak, Kantor Cabang serta Kantor Perwakilan

List of Subsidiaries, Branch Offices and Representative Offices Addresses

Kantor Pusat & Pabrik Palembang / *Head Office & Palembang Plant*	
Jl. Abikusno Cokrosuyoso Kertapati Palembang - 30258 Telepon / Phone : (+62) – 711 – 511261 (Hunting) Fax : (+62) – 711 – 512126 Email : corsec.smbr@sig.id	
Kantor Perwakilan / *Representative Office*	
Jakarta	Graha Irama Lt 11 Blok F Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia Telepon / Phone : (+62) – 21 – 5261113 / 5261114 Fax : (+62) – 21 – 5261411
Kantor Cabang / *Branch Office*	
Baturaja	Jl. Raya Tiga Gajah Baturaja Ogan Komering Ulu, Sumatera Selatan 32117 Telepon / Phone : (+62) – 735 – 320344 / 320366 / 320368 Fax : (+62) – 735 – 320367
Panjang	Jl. Yos Sudarso KM 7 Panjang. Bandar Lampung 35243 Telepon / Phone : (+62) – 721 – 31718 / 31818 / 31538 Fax : (+62) – 721 – 31343
Entitas Anak / *Subsidiary*	
PT Baturaja Multi Usaha	Jl. Tiga Gajah No 18 Komplek Tiga Gajah Indah, RT 20 RW 09, Kelurahan Sukajadi, Kecamatan Baturaja Timur, Kabupaten Ogan Komering Ulu Telepon / Phone : (+62) – 711 – 5541379

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. 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, meliputi:

Semen Baturaja has an official website www.semenbaturaja.co.id as a means to fulfill openness to the public that presents communicative and updated information about the Company in accordance with the principles of transparency and disclosure of information to the public. The website is the Company's official portal that can be accessed openly, anytime, and anywhere, easily and simply, with the aim of providing comprehensive, accurate and up-to-date information about the Company to the public. The Company's official website is presented in two languages, namely Indonesian and English, and is also in accordance with the Financial Services Authority Regulation (POJK) No. 8/POJK.04/2015 concerning the Website of Issuers or Public Companies which was stipulated on June 25, 2015, including:

Informasi pada Situs Web Perusahaan

Information on the Company's Website

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

1. General information of Issuers or Public Companies;
2. Information for investors;
3. Corporate Governance Information;
4. Corporate Social Responsibility Information.

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. Informasi website Perusahaan adalah sebagai berikut:

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. Information on the Company's website is as follows:

Uraian / *Description*	Ketersediaan / *Availability*	Keterangan / *Information*
Informasi pemegang saham sampai dengan pemilik akhir individu / Shareholder information to the final owner of the individual	✓	• https://semenbaturaja.co.id/informasi-saham-dan-obligasi/ • https://semenbaturaja.co.id/en/stock-bond-information/
Isi Kode Etik / Code of Conduct Content	✓	• https://semenbaturaja.co.id/pedoman-perilaku/ • https://semenbaturaja.co.id/en/code-of-conduct-coc/
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 / 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	✓	• https://semenbaturaja.co.id/rups/ • https://semenbaturaja.co.id/en/general-meeting-of-shareholders/
Laporan Keuangan Tahunan (5 tahun terakhir) / Annual Financial Statement (last 5 years)	✓	• https://semenbaturaja.co.id/laporan-tahunan-dan-keuangan/ • https://semenbaturaja.co.id/en/annual-and-financial-reports/

Informasi pada Situs Web Perusahaan

Information on the Company's Website

Uraian / *Description*	Ketersediaan / *Availability*	Keterangan / *Information*
Profil Dewan Komisaris dan Direksi / Profile of Board of Commissioners and Board of Directors	✓	• https://semenbaturaja.co.id/dewan-komisaris/ • https://semenbaturaja.co.id/en/board-of-commissioners/ • https://semenbaturaja.co.id/direksi/ • https://semenbaturaja.co.id/en/board-of-directors/
Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal / Charter of Board of Commissioners, Board of Directors, Committees, and Internal Audit Units	✓	• https://semenbaturaja.co.id/board-manual/ • https://semenbaturaja.co.id/en/board-manual/ • https://semenbaturaja.co.id/piagam-direksi/ • https://semenbaturaja.co.id/en/board-of-directors-charter/ • https://semenbaturaja.co.id/piagam-komite-audit/ • https://semenbaturaja.co.id/en/charter-of-the-audit-committee/ • https://semenbaturaja.co.id/piagam-komite-manajemen-risiko/ • https://semenbaturaja.co.id/en/charter-of-the-risk-management-committee/ • https://semenbaturaja.co.id/piagam-komite-nominasi-dan-remunerasi/ • https://semenbaturaja.co.id/en/charter-of-the-remuneration-and-nomination-committee/ • https://semenbaturaja.co.id/piagam-satuan-pengawasan-intern/ • https://semenbaturaja.co.id/en/internal-control-unit-charter/

Keterangan:
✓ = Tersedia pada situs web Perusahaan
✗ = Belum tersedia pada situs web Perusahaan

Explanation:
✓ = Available on the Company's website
✗ = Not yet available on the Company's website

Lebih lanjut, 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, X, Youtube, dan LinkedIn.

Furthermore, 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 also utilizes social media platforms, including Facebook, Instagram, X, YouTube, and LinkedIn, to communicate and disclose information to all stakeholders.





04

Tinjauan Unit Pendukung Bisnis

Overview on Business Supports

Perusahaan menerapkan budaya "AKHLAK", baik dalam bersikap maupun berperilaku ketika menjalankan fungsinya, baik di dalam maupun di luar lingkungan Perusahaan.

The Company implements a culture of "AKHLAK" in both attitude and behavior when carrying out its functions, be it inside or outside the Company environment.

Sumber Daya Manusia (SDM)

Human Capital (HC)

Perusahaan 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.

The Company has utilized technological developments by creating a Knowledge Management System application as a medium for employees to share knowledge including maximizing the E-Learning System as a means to reduce training via physical meetings.

Perusahaan melakukan pengembangan Sumber Daya Manusia (SDM) yang unggul dan berkualitas, dan disesuaikan 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 menyadari bahwa SDM yang unggul, dan berkualitas mampu memberikan keberlanjutan usaha. Oleh karena itu, Perusahaan terus melakukan berbagai program untuk mengembangkan kapabilitas dan kompetensi karyawan, untuk memenuhi kebutuhan Perusahaan dalam menghadapi setiap perkembangan lingkungan bisnis.

The Company carries out development of excellent and quality Human Capital (HC), adapted to business needs and developments. The Company always performs appropriate and continuous management and development of HC competencies in developing quality and competent talents to remain adaptive to every change in the business environment. The Company realizes that excellent and quality Human Capital are able to provide business sustainability. Therefore, the Company continues to carry out various programs to develop employee capabilities and competencies, to meet the Company's needs in facing every development in the business environment.

Perusahaan senantiasa melakukan pengelolaan dan pengembangan SDM yang terintegrasi dengan visi, misi, dan strategi. Perusahaan juga 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. Perusahaan juga senantiasa melakukan pengkajian ulang terhadap setiap kebijakan pengelolaan SDM, dan disesuaikan dengan perkembangan dan dinamika bisnis Perusahaan.

The Company continuously carries out HC management and development integrated with its vision, mission and strategy and improves the quality of HC management to support business development, while still referring to applicable laws and regulations and HC management best practices in domestic and international scope. The Company also continually reviews every HC management policy, and adapts it to the Company's business developments and dynamics.

Sumber Daya Manusia (SDM)
Human Capital (HC)



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. Upaya tersebut dilakukan untuk menciptakan SDM yang unggul dan berkualitas.

The Company has collaborated with 9 SOE 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 HC expertise and competence.

Sumber Daya Manusia (SDM)
Human Capital (HC)

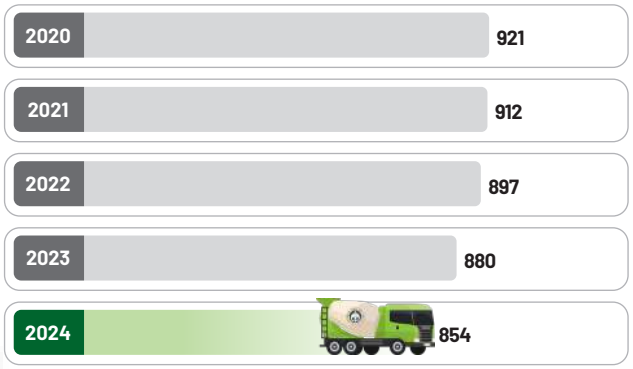
Pengelolaan SDM dilakukan secara bertanggung jawab, dan diselaraskan dengan penguasaan teknologi informasi. Perusahaan telah memanfaatkan perkembangan teknologi, dengan membuat aplikasi *Knowledge Management System* sebagai media bagi karyawan untuk berbagi pengetahuan termasuk memaksimalkan *E-Learning System* sebagai sarana untuk mengurangi *training* dengan pertemuan fisik. Perusahaan juga telah menerbitkan pedoman Kompetensi Jabatan yang digunakan sebagai dasar pengelolaan SDM yang terukur dan sistematis. pedoman tersebut berisi tentang daftar kriteria dan jenis seluruh kompetensi yang ada di Perusahaan, beserta definisi kompetensi dan indikator perilaku untuk setiap level kecakapan/kompetensi. Hal tersebut dilakukan untuk memberikan hasil yang terbaik untuk terus memperkuat dan meningkatkan kinerja Perusahaan di masa mendatang.

Human Capital management is carried out responsibly, and is aligned with the mastery of information technology. The company has utilized technological developments by creating a Knowledge Management System application as a medium for employees to share knowledge including maximizing the E-Learning System as a means to reduce training via physical meetings. The Company has also issued a Job Competency guideline which is used as a basis for measurable and systematic HC management. The guideline contains a list of criteria and types of all competencies in the Company, along with definitions of competencies and behavioral indicators for each level of skill/competency. This is done to provide the best results to continue to strengthen and improve the Company's performance in the future.

STATISTIK SDM PERUSAHAAN

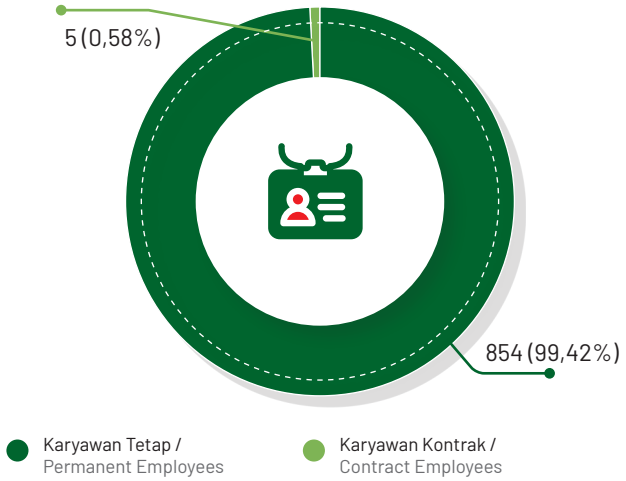
COMPANY HC STATISTICS

Pergerakan Jumlah Karyawan 2020-2024 /
Employee Turnover in 2020-2024
(orang / employee)

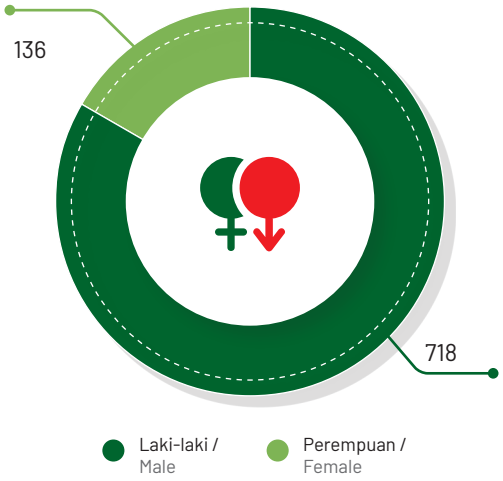


Sumber Daya Manusia (SDM)
Human Capital (HC)

Tenaga Kerja Berdasarkan Status Kepegawaian
Labour Based on Employment Status
(orang / people)



Karyawan Berdasarkan Gender
Employees Based on Gender
(orang / people)



Perusahaan senantiasa berupaya untuk memiliki SDM yang unggul, dan berkualitas serta berkompeten di bidangnya masing-masing. Di tahun 2024, jumlah karyawan Semen Baturaja yang tercatat sebagai karyawan tetap sebanyak 854 orang karyawan, turun sebanyak 26 orang atau setara dengan 2,9% jika dibandingkan jumlah karyawan per 31 Desember 2023 yang tercatat sebanyak 880 orang karyawan. Penurunan disebabkan adanya karyawan yang mengundurkan diri, PHK dan meninggal dunia.

The Company always strives to have excellent, qualified, and competent human resources in their respective fields. In 2024, the number of Semen Baturaja employees recorded as permanent employees was 854 employees, which decreased by 26 people or 2.9% compared to the number of employees as of December 31, 2023, which was recorded at 880 employees. The decrease was due to employees who resigned, were laid off, and passed away.

DEMOGRAFI KARYAWAN

Informasi demografi karyawan berdasarkan level organisasi, tingkat pendidikan, status kepegawaian, rentang usia, jenis kelamin, dan unit bisnis adalah sebagai berikut:

EMPLOYEE DEMOGRAPHY

Information on employee demographic based on organizational level, education level, employment status, age range, gender, and business unit is as follows:

Sumber Daya Manusia (SDM)
Human Capital (HC)

DEMOGRAFI TENAGA KERJA BERDASARKAN STATUS KEPEGAWAIAN

Tabel Demografi Karyawan Berdasarkan Status Kepegawaian (orang)

LABOUR DEMOGRAPHICS BASED ON EMPLOYMENT STATUS

Employee Demographics Based on Employment Status (employee)

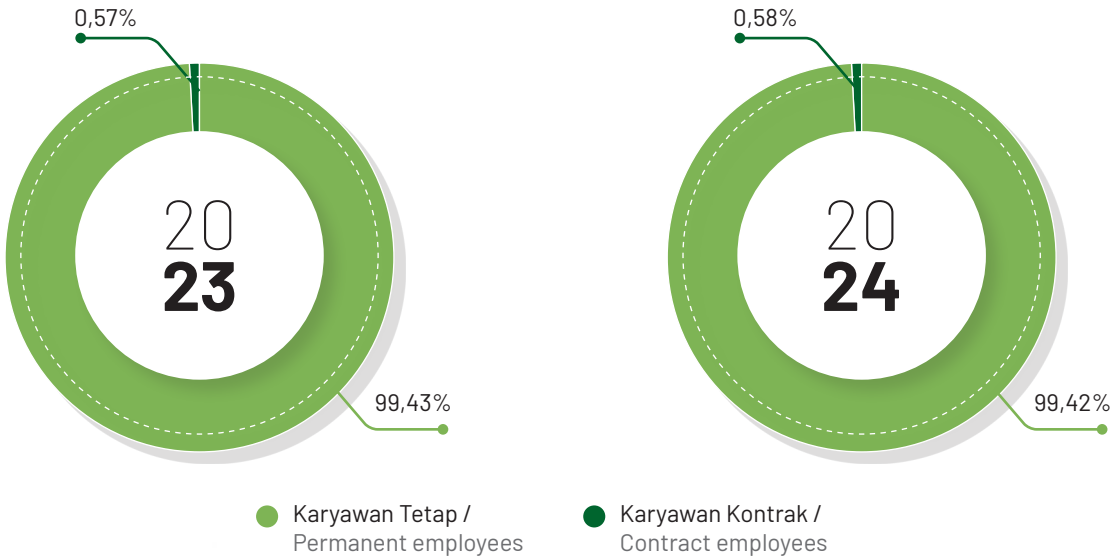
Level Organisasi / *Organizational Level*	2024				2023			
	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
Karyawan Tetap / Permanent employees	718	136	854	99,42	735	145	880	99,43
Karyawan Kontrak / Contract employees	5	0	5	0,58	4	1	5	0,57
Jumlah / Total	**723**	**136**	**859**	**100,00**	**739**	**146**	**885**	**100,00**

L = Laki-laki / P = Perempuan

M = Male / F = Female

Komposisi Karyawan Berdasarkan Status Kepegawaian (orang)

Composition of Employee Based on Employment Status (employee)



Sumber Daya Manusia (SDM)
Human Capital (HC)

DEMOGRAFI KARYAWAN BERDASARKAN LEVEL ORGANISASI

Tabel Demografi Karyawan Berdasarkan Level Organisasi (orang)

Level Organisasi / *Organizational Level*	2024				2023			
	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
Vice President	12	3	15	1,76	13	3	16	1,82
Senior Manager	57	6	63	7,38	60	8	68	7,73
Manager	125	24	149	17,45	129	26	155	17,61
Junior Manager	268	50	318	37,24	275	53	328	37,27
Non-Staf	256	53	309	36,17	258	55	313	35,57
Jumlah / Total	**718**	**136**	**854**	**100%**	**735**	**145**	**880**	**100,00**

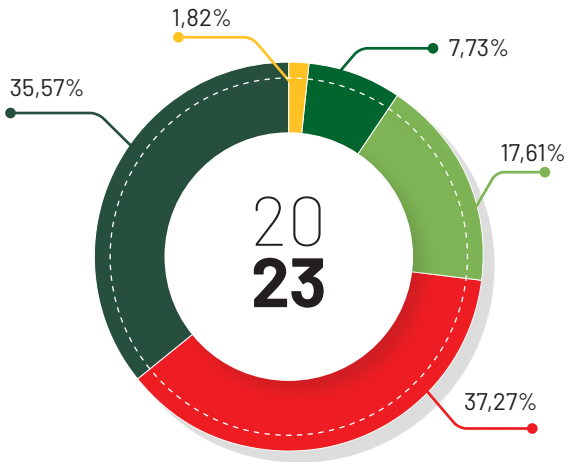
L = Laki-laki / P = Perempuan

EMPLOYEE DEMOGRAPHICS BASED ON ORGANIZATIONAL LEVEL

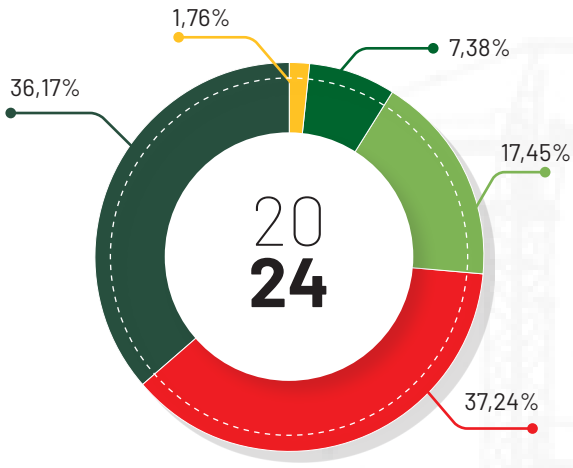
Employee Demographics based on Organizational Level (employee)

M = Male / F = Female

Komposisi Karyawan Berdasarkan Level Organisasi (orang)



Composition of Employee Based on Organizational Level (employee)



Vice President · Senior Manager · Manager · Supervisor · Non-Staf

Sumber Daya Manusia (SDM)
Human Capital (HC)

DEMOGRAFI KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN

Tabel Demografi Karyawan Berdasarkan Tingkat Pendidikan (orang)

EMPLOYEE DEMOGRAPHICS BASED ON EDUCATIONAL LEVEL

Employee Demographics Based on Educational Level (employee)

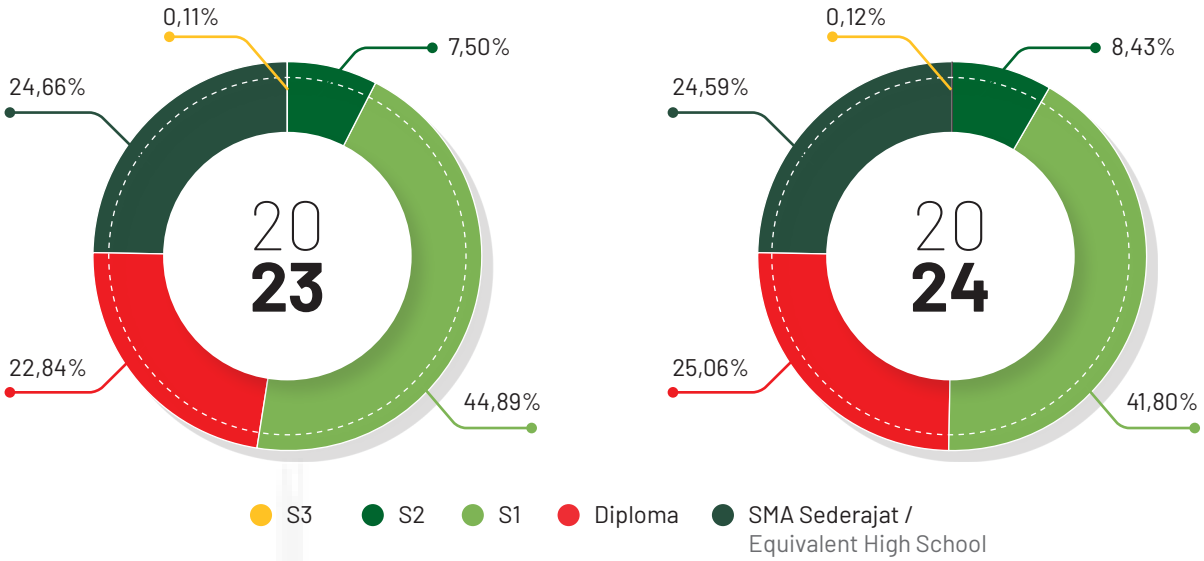
Tingkat Pendidikan / *Educational Level*	2024				2023			
	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
S3	1	0	1	0,12	1	-	1	0,11
S2	57	15	72	8,43	51	15	66	7,50
S1	279	78	357	41,80	312	83	395	44,89
Diploma	182	32	214	25,06	167	34	201	22,84
SMA Sederajat / High School and Equivalent	199	11	210	24,59	204	13	217	24,66
Jumlah / Total	**718**	**136**	**854**	**100,00**	**735**	**145**	**880**	**100,00**

L = Laki-laki / P = Perempuan

M = Male / F = Female

Komposisi Karyawan Berdasarkan Tingkat Pendidikan (orang)

Composition of Employee Based on Educational Level (employee)



Sumber Daya Manusia (SDM)
Human Capital (HC)

DEMOGRAFI KARYAWAN BERDASARKAN RENTANG USIA

Tabel Demografi Karyawan Berdasarkan Rentang Usia (orang)

EMPLOYEE DEMOGRAPHICS BASED ON AGE RANGE

Employee Demographics Based on Age Range (employee)

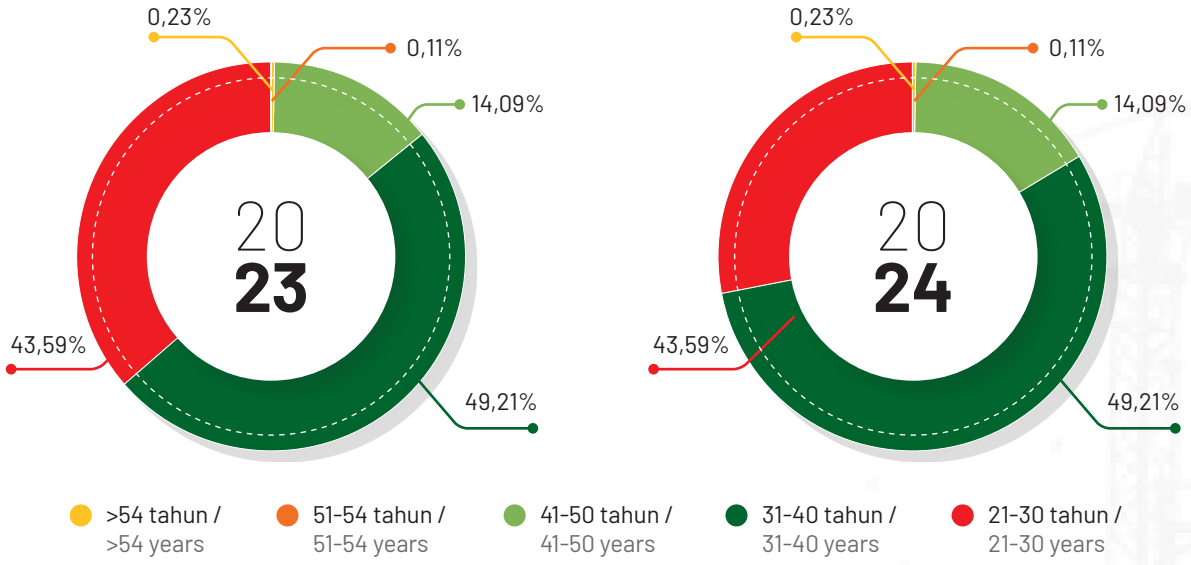
Rentang Usia / *Age Range*	2024				2023			
	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
>54 tahun / >54 years	1	1	2	0,23	1	1	2	0,23
51-54 tahun / 51-54 years	1	0	1	0,12	1	-	1	0,11
41-50 tahun / 41-50 years	127	11	138	16,16	115	9	124	14,09
31-40 tahun / 31-40 years	397	78	475	55,62	359	74	433	49,21
21-30 tahun / 21-30 years	192	46	238	27,87	259	61	320	36,36
Jumlah / Total	**718**	**136**	**854**	**100,00**	**735**	**145**	**880**	**100,00**

L = Laki-laki / P = Perempuan

M = Male / F = Female

Komposisi Karyawan Berdasarkan Rentang Usia (orang)

Composition of Employees Based on Age Range (employee)



Sumber Daya Manusia (SDM)
Human Capital (HC)

DEMOGRAFI KARYAWAN BERDASARKAN JENIS KELAMIN

Tabel Demografi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)

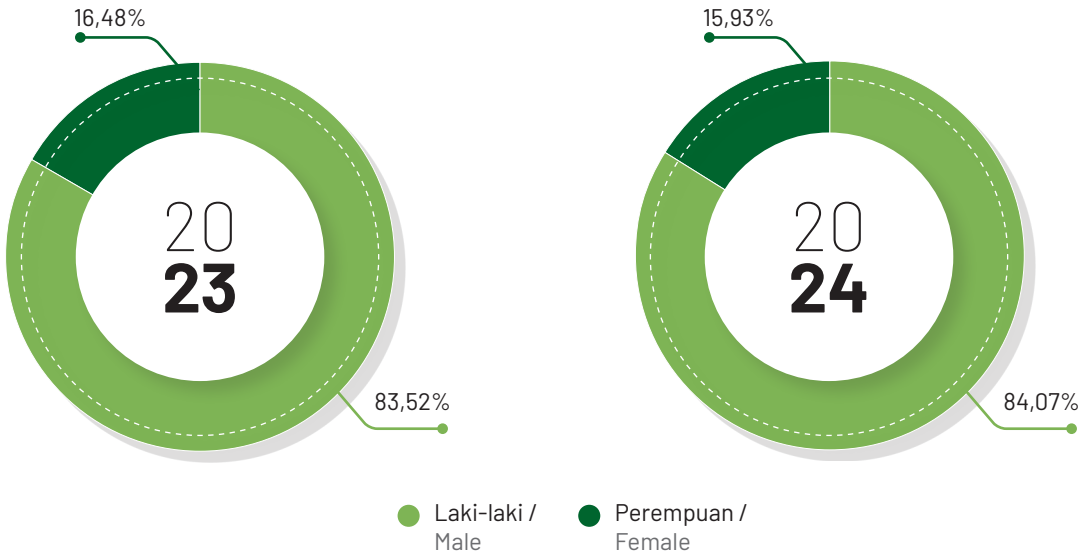
EMPLOYEE DEMOGRAPHICS BASED ON GENDER

Employee Demographics Based on Gender (employee)

Gender/Jenis Kelamin	2024		2023	
	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
Laki-laki / Male	718	84,07	735	83,52
Perempuan / Female	136	15,93	145	16,48
Jumlah / Total	**854**	**100,00**	**880**	**100,00**

Komposisi Karyawan Berdasarkan Jenis Kelamin (orang)

Employee Composition Based on Gender (employee)



DEMOGRAFI KARYAWAN BERDASARKAN UNIT BISNIS

Tabel Demografi Karyawan Berdasarkan Unit Bisnis (orang)

EMPLOYEE DEMOGRAPHICS BASED ON BUSINESS UNIT

Employee Demographics Based on Business Unit (employee)

Unit Bisnis	2024				2023			
	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
Corporate Secretary	24	21	45	5,27	29	22	51	5,80
Internal Audit	11	2	13	1,52	9	3	12	1,36
*Logistic *)*	40	5	45	5,27	72	8	80	9,09
Procurement	37	11	48	5,62	38	14	52	5,91
Mining & Waste Management	38	6	44	5,15	36	4	40	4,55
Production	229	3	232	27,17	357	9	366	41,59
Maintenance	121	1	122	14,29				

Sumber Daya Manusia (SDM)
Human Capital (HC)

Unit Bisnis	2024				2023			
	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*	L/M	P/F	Jumlah / *Total*	Komposisi (%) / *Composition (%)*
Technical Plant **)	46	12	58	6,79	53	11	64	7,27
Unit of SHE	11	6	17	1,99	12	6	18	2,05
Performance Management ***)	7	3	10	1,17	7	4	11	1,25
Human Capital & Governance, Risk & Compliance ****)	36	23	59	6,91	38	23	61	6,93
Risk Management ****)	0	0	0	0,00	7	1	8	0,91
Accounting & Finance	28	23	51	5,97	37	31	68	7,73
Dana Pensiun / Pension Fund	1	2	3	0,35	0	2	2	0,23
Koperasi Karyawan Semen Baturaja / Semen Baturaja Employees Cooperative	2	0	2	0,23	2	0	2	0,23
PT Baturaja Multi Usaha	22	5	27	3,16	24	6	30	3,41
PT Baturaja Daya Insani	5	2	7	0,82	5	0	5	0,57
PT Sembaja Lampung	6	1	7	0,82	5	1	6	0,68
Employee On Duty to SIG/OpCo	54	10	64	7,49	4	0	4	0,45
Jumlah / Total	**718**	**136**	**854**	**100,00**	**735**	**145**	**880**	**100,00**

*) Fungsi *Marketing & Sales* telah dialihkan ke *Holding* / *) Marketing & Sales function has been transferred to Holding

**) Perubahan Nomenklatur *Production, Maintenance Planning & Evaluation* menjadi *Technical Plant* / **) Change of Production, Maintenance Planning & Evaluation Nomenclature to Technical Plant

***) Perubahan Nomenklatur *Performance Management Office* menjadi *Performance Management* / ***) Change of Performance Management Office Nomenclature to Performance Management

****) Penggabungan fungsi *Risk Management* dan Perubahan Nomenklatur *Human Resource & General Affair* menjadi *Human Capital & Governance, Risk & Compliance* / ****) Merger of Risk Management function and Change of Human Resource & General Affair Nomenclature to Human Capital & Governance, Risk & Compliance

L = Laki-laki / P = Perempuan

M = Male / F = Female

ORGANISASI PENGELOLA SDM PERUSAHAAN

Tata kelola SDM Perusahaan dilakukan oleh *Department of Human Capital & Governance, Risk, & Compliance* yang dikepalai oleh *VP of Human Capital & Governance, Risk, & Compliance* dan bertanggung jawab langsung kepada Direktur (Fungsi Keuangan dan SDM).

Berdasarkan Surat Keputusan Direksi No.PH.01.04/173/2024 tanggal 01 Oktober 2024, Perusahaan telah mengangkat Fitria Margaretha sebagai *VP of Human Capital & Governance, Risk, & Compliance* struktur organisasi *Department of Human Capital & Governance, Risk & Compliance* adalah sebagai berikut:

HUMAN CAPITAL MANAGEMENT ORGANIZATION

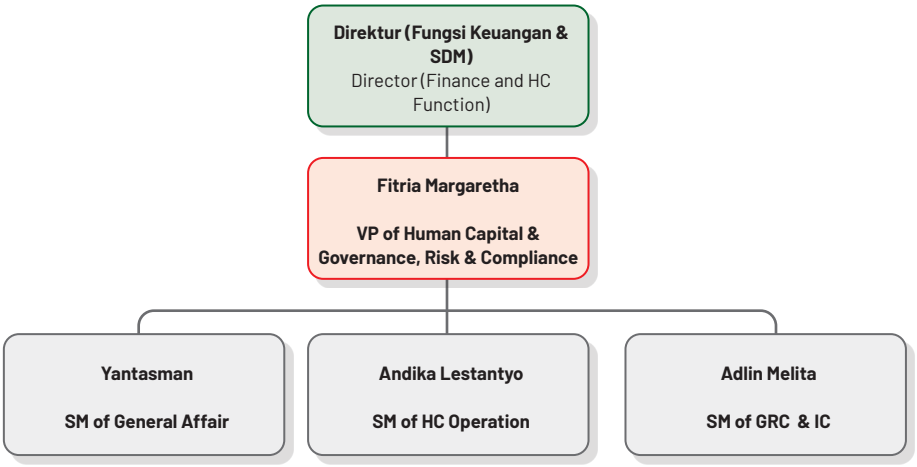
The Company's HC governance is carried out by the Department of Human Capital & Governance, Risk & Compliance which is headed by the VP of Human Capital & Governance, Risk & Compliance and is directly responsible to the Director (Finance and HC Function).

Based on the Decree of the Board of Directors No.PH.01.04/031/2023 dated June 1, 2023, the Company has appointed Fitria Margaretha as VP of Human Capital & Governance, Risk & Compliance. Information on the organizational structure of the Department of Human Capital & Governance, Risk & Compliance is as follows:

Sumber Daya Manusia (SDM)
Human Capital (HC)

Struktur Organisasi *Department of Human Capital & Governance, Risk* & Compliance Tahun 2024

Organizational Structure of Department of Human Capital & Governance, Risk & Compliance in 2024



TUGAS DAN TANGGUNG JAWAB

Di dalam lingkup Perusahaan, *Department of Human Capital & Governance, Risk & Compliance* memiliki tugas dan tanggung jawab untuk mengelola sumber daya manusia Perusahaan, termasuk dalam memenuhi kebutuhan ataupun melakukan pengembangan kompetensi karyawan. Tugas dan tanggung jawab *Department of Human Capital & General Affair*, adalah sebagai berikut:

1. Mengelola, mengawasi dan mengevaluasi perancangan kebijakan & prosedur *Human Capital & Governance, Risk, & Compliance*;
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;
7. Pengelolaan dan evaluasi terkait *Risk Management, GCG, & Compliance*.

DUTIES AND RESPONSIBILITIES

Within the scope of the Company, the Department of Human Capital & Governance, Risk & Compliance has the task and responsibility to manage the Company's human resources, including in meeting the needs or developing employee competencies. The duties and responsibilities of the Department of Human Resource & General Affairs are as follows::

1. Manage, oversee, and evaluate the design of Human Capital & Governance, Risk, & Compliance policies & procedures;
2. Develop curriculum and knowledge transfer;
3. HR operations and employee information;
4. Company asset management;
5. Provision of work aids and office support facilities to support the company's operational activities;
6. In accordance with business objectives and company policies to support employee effectiveness and organizational growth;
7. Management and evaluation related to Risk Management, GCG, & Compliance.

Sumber Daya Manusia (SDM)
Human Capital (HC)

PROGRAM STRATEGIS PENGELOLAAN SDM TAHUN 2024

Pengelolaan SDM dilakukan dengan bijaksana dan bertanggung jawab. Dalam implementasinya, pengelolaan SDM dilakukan 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.

Pengelolaan SDM yang dilakukan dengan berpedoman pada regulasi dan *best practices* yang berlaku di lingkup SMBR. 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.

Program strategis pengelolaan SDM Perusahaan di tahun 2024 memiliki fokus pengembangan sebagai berikut:

1. **Restrukturisasi Organisasi**
   Perusahaan melakukan tinjauan organisasi dari sisi strategi bisnis dan visi misi Perusahaan. Diharapkan proses evaluasi terkait struktur organisasi dapat meningkatkan produktivitas dan proses bisnis yang berjalan lebih optimal;
2. **Penempatan Personil**
   Perusahaan melakukan proses penempatan kembali, mutasi, promosi atau *Employee on Duty* terkait perubahan struktur organisasi;
3. **Penyusunan *Job Grading***
   Perusahaan melaksanakan program Evaluasi Jabatan untuk membantu mengukur nilai jabatan pada setiap jabatan yang ada di Perusahaan. Hal ini diharapkan akan berpengaruh kepada besaran remunerasi pada setiap jabatan yang akan disesuaikan terhadap nilai jabatan tersebut.
4. **Integrasi Manajemen Kinerja**
   Pasca integrasi Perusahaan dengan SIG, Perusahaan melaksanakan program Manajemen Kinerja yang dilakukan untuk mengukur kinerja dan memastikan kontribusi terbaik dari karyawan serta pencapaian target dan keberhasilan berkelanjutan dari perusahaan.

HC MANAGEMENT STRATEGIC PROGRAM IN 2024

The Company manages it HC wisely and responsibly. In its implementation, HC management is carried out with the aim of improving and developing employee capabilities and competencies so that they can encourage and improve the growth of the Company's performance in the short, medium, and long term.

HC management is carried out by referring to regulations and best practices that apply in the SMBR scope. The Company believes that consistent management HC can create competent, reliable, professional, competitive, resilient HC, and can adapt to every development that occurs in the business environment.

Development focus of the Company's strategic HC management program in 2024 is as follows:

1. **Organizational Restructuring**
   The Company conducts an organizational review in terms of business strategy and the Company's vision and mission. It is hoped that the evaluation process related to the organizational structure can increase productivity and business processes that run more optimally;
2. **Personnel Placement**
   The Company carries out the process of re-placement, mutation, promotion or Employee on Duty related to changes in the organizational structure;
3. **Job Grading Preparation**
   The Company implements a Job Evaluation program to help measure the value of each position in the Company. This is expected to affect the amount of remuneration for each position which will be adjusted to the value of the position.
4. **Performance Management Integration**
   After the Company's integration with SIG, the Company implements a Performance Management program which is carried out to measure performance and ensure the best contribution from employees as well as the achievement of targets and the company's ongoing success.

Sumber Daya Manusia (SDM)
Human Capital (HC)

5. **Penyelarasan *Human Capital Policy***
   Perusahaan melaksanakan penyelarasan *policy* dengan SIG untuk mempermudah dalam kolaborasi terkait pengembangan SDM.

5. **Human Capital Policy Alignment**
   The Company implements policy alignment with SIG to facilitate collaboration related to HR development.

MANAJEMEN SUMBER DAYA MANUSIA

Berdasarkan Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang. 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 juga berupaya untuk dapat memenuhi hak-hak para karyawan, dan juga menjalankan hubungan industrial dengan karyawan. Upaya tersebut dilakukan untuk mewujudkan keberlanjutan usaha Perusahaan di masa mendatang.

HUMAN CAPITAL MANAGEMENT

Pursuant to Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law, the Company comprehensively manages HC by implementing a comprehensive system at every stage, starting from manpower planning, employee recruitment to pension programs for employees who will or have entered retirement. The Company also strives to fulfill the rights of employees, and also carries out industrial relations with employees. These efforts are made to realize the sustainability of the Company's business in the future.

Program pengelolaan SDM di lingkup Perusahaan, telah dilakukan sesuai dengan perkembangan dan kebutuhan Perusahaan. Selain itu, segenap Insan SMBR juga ditekankan untuk dapat saling bersinergi sesuai dengan arah perkembangan bisnis Perusahaan. Lebih lanjut, Perusahaan diharapkan dapat mewujudkan lingkungan kerja yang kondusif. Dalam implementasinya, Perusahaan menerapkan budaya "AKHLAK", baik dalam bersikap maupun berperilaku ketika menjalankan fungsinya, baik di dalam maupun di luar lingkungan Perusahaan.

The HC management program at the Company has been carried out in accordance with the Company's developments and needs. In addition, all SMBR personnel are emphasized to synergize with each other in accordance with the direction of the Company's business development. Furthermore, the Company is expected to create a conducive work environment. In its implementation, the Company has a culture of "AKHLAK" in attitude and behavior for its functions inside and outside the Company's environment.

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. Lebih lanjut, Perusahaan akan melakukan *monitoring*/reviu secara berkala terhadap pemenuhan kebutuhan SDM. Dalam implementasinya, Perusahaan memperhatikan aspek-aspek Tata Kelola Perusahaan yang Baik, dan prinsip kesetaraan di setiap pelaksanaan proses pemenuhan karyawan. Hal tersebut dilakukan untuk mencari dan memiliki SDM yang kompeten di bidangnya masing-masing, dan diharapkan mampu mendukung pengembangan bisnis Perusahaan, serta menghadapi dinamika perkembangan bisnis di masa mendatang.

Manpower Planning

Manpower planning is a series of activities, starting from identification, evaluation, to making plans to fulfill HC needs that are in line with business developments and Company needs. Furthermore, the Company carries out regular monitoring/review of the fulfillment of HC needs. In its implementation, the Company pays attention to aspects of Good Corporate Governance and the principle of equality in every implementation of the employee fulfillment process. This is done to find and have competent Human Capital in their respective fields, and it is hoped that they will be able to support the Company's business development, as well as face the dynamics of business development in the future.

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program Rekrutmen Karyawan

Program rekrutmen karyawan dilakukan dengan menjunjung tinggi prinsip kesetaraan. Perusahaan akan memberikan kesempatan yang sama kepada calon karyawan tanpa membedakan suku, agama, ras, dan golongan. Perusahaan berkomitmen melakukan rekrutmen karyawan secara bertanggung jawab dan sesuai dengan peraturan perundang-undangan yang berlaku.

Employee Recruitment Program

The employee recruitment program is carried out by upholding the principle of equality. The Company will provide equal opportunities to prospective employees without distinction of ethnicity, religion, race, and class. The Company is committed to recruiting employees responsibly and in accordance with applicable laws and regulations.

Selain itu, Perusahaan memiliki beberapa program untuk menjaring 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. Program ini diharapkan dapat memberikan pengetahuan awal kepada calon karyawan. Sehingga calon karyawan lebih siap untuk memasuki dunia kerja, serta berpeluang menjadi karyawan yang mumpuni. Hal ini dilakukan untuk menunjang pencapaian sasaran Perusahaan, baik jangka pendek maupun jangka panjang.

In addition, the Company has several programs to recruit Company Personnel who are highly competitive and able to face the challenges of an ever-evolving business environment. Prospective employees who have gone through the recruitment process must take part in an induction program as preparation before entering the world of work. This program is expected to provide initial knowledge to prospective employees. Thus, prospective employees are better prepared to work and have the opportunity to become qualified employees. This is also to support the achievement of the Company's short and long term targets.

Tahapan Program Induksi / **Induction Program Stages**

Tahapan / *Stage*	**Tujuan / *Objective***
Pembinaan Mental, Fisik, dan Disiplin / Mental, Physical, Disciplinary Coaching	Kegiatan ini diadakan bertujuan untuk: / This activity was held aiming to: • Membentuk kedisiplinan yang tinggi, membentuk etika dan sopan santun agar dapat menghargai para seniornya. / Shaping high discipline, ethics, and manners so that they can respect their seniors. • Membentuk pribadi yang tangguh secara fisik dan mental. / Shaping a strong personality physically and mentally. • Mampu memupuk rasa kebersamaan. / Being able to foster a sense of togetherness. • Memiliki loyalitas yang tinggi kepada Perusahaan. / Having high loyalty to the Company.
Motivation Training	*Training* 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 terpupuk semangat karyawan dalam berprestasi dan terus berusaha untuk memetik hasil terbaik. / 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.

Sumber Daya Manusia (SDM)
Human Capital (HC)

Tahapan / *Stage*	Tujuan / *Objective*
In Class Training (*Training* Umum dan *Training* Dasar) / In-Class Training consisting of General Training and Basic Training	• *Training* umum ditujukan untuk memberikan gambaran umum tentang sejarah Perusahaan, fungsi dan tugas di unit kerja serta hubungan organisasi dalam struktur organisasi Perusahaan. / 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. • *Training* dasar bertujuan memberikan pemahaman kepada calon karyawan dari proses penambangan bahan mentah hingga ke produk akhir berupa Semen Zak, Bag, dan Curah. 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 *training* dasar diharapkan mampu memberikan wawasan kepada calon karyawan sebelum terjun ke dunia kerja dan memahami alur proses pembuatan semen. / Basic training aims to provide understanding to prospective employees from the mining process of raw materials to the final product in the form of Zak, Bag 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.
Tahapan Pembinaan & Pengembangan (*On the Job Training*, dan Masa Percobaan Calon Karyawan) / Coaching and Development Stage consisting of On the Job Training and Probation Period of Prospective Employee	• *On the job training* atau magang bertujuan untuk memperkenalkan ke dalam dunia kerja yang sesungguhnya maka dilaksanakanlah *on the job training* di masing-masing unit kerja dengan harapan calon karyawan dapat mengenal secara menyeluruh kegiatan di unit kerja dan mampu memberikan kontribusi yang maksimal di dalam mencapai sasaran strategis Perusahaan. / 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 • 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 *improvement* terhadap suatu peralatan dan/atau sistem yang ada untuk meningkatkan performa peralatan maupun kesempurnaan suatu sistem. Sedangkan untuk tingkat SMU/SMK hanya membuat tulisan berupa laporan kegiatan selama orientasi di unit kerja. / 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.

Di tahun 2024, Perusahaan tidak melakukan program rekrutmen karyawan.

In 2024, the Company did not recruit new employees.

Program Kesejahteraan bagi Karyawan

Perusahaan memiliki program kesejahteraan untuk karyawan yang telah disesuaikan dengan peraturan perundang-undangan yang berlaku. Program kesejahteraan bagi karyawan yang diterapkan dengan memperhatikan kesetaraan *gender*, kelayakan dan keadilan kesempatan kerja. Perusahaan berkomitmen dalam memenuhi kesejahteraan karyawan, komitmen tersebut tertuang dalam dokumen Perjanjian Kerja Bersama (PKB) antara Perusahaan dengan karyawan, yang memuat pemenuhan kesejahteraan bagi karyawan. Bentuk kesejahteraan yang diberikan Perusahaan kepada karyawan meliputi:

Employee Welfare Program

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 (CLA) document between the Company and its employees. The CLA outlines the following welfare programs for employees:

Sumber Daya Manusia (SDM)
Human Capital (HC)

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;
13. Tunjangan penghargaan (Masa Persiapan Pensiun); dan
14. Koperasi karyawan

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. Award allowance (Retirement Preparation Period); and
14. Employee cooperative.

Perusahaan juga memberikan pemenuhan terhadap remunerasi karyawan. 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 berkomitmen untuk melaksanakan kebijakan remunerasi secara adil dan setara, baik bagi karyawan laki-laki dan perempuan di seluruh level jabatan.

The Company also provides compliance with employee remuneration. The Company realizes that providing commensurate remuneration can increase employee engagement, thereby increasing productivity so that they work optimally to achieve the targets that have been set for the Company's development and progress. The Company is committed to implementing a fair and equal remuneration policy for both male and female employees at all levels of position.

Secara berkala, Perusahaan senantiasa melaporkan mengenai tenaga kerja yang ada di SMBR kepada instansi Pemerintah, yaitu kepada Dinas Tenaga Kerja (Disnaker) di tingkat Kota dan Provinsi. Perusahaan juga melakukan diskusi dengan Disnaker, dan gabungan serikat pekerja mengenai penentuan standar upah pekerja.

The Company. regularly reports on its workforce to government agencies, such as the Manpower Office 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.

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.

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 percentage of the lowest compensation offered by the Company compared to the minimum wage in its operating area is as follows.

Sumber Daya Manusia (SDM)
Human Capital (HC)

Perbandingan Imbal Jasa yang Diberikan Perusahaan dengan UMR di Wilayah Operasi Perusahaan Tahun 2024

Comparison of Compensation for Services Provided by Companies with UMR in the Company's Operational Areas in 2024

Lokasi / Location	UMR (Rp) / *Regional Minimum Wage (Rp)*	Imbal Jasa di SMBR (Rp) / *Salary at SMBR (Rp)*	Persentase (%) / *Percentage (%)*
Site Palembang	3.541.082	7.331.730	207,05%
Site Baturaja	3.404.177	7.302.610	214,52%
Site Panjang	2.991.349	7.331.730	245,10%
Kantor Perwakilan Jakarta	4.901.798	10.637.270	217,01%

Penilaian Kinerja Karyawan

Berdasarkan Surat Keputusan Direksi No. PH.01.04/087/2023 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%. 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.

Employee Performance Assessment

Based on Board of Directors Decree No. PH.01.04/087/2023 on HC Development and Development, the Company implements a performance assessment program for employees which is divided into 3 (three) parameters, namely Work Targets/KPIs of 50%, Competencies of 30%, and Discipline/Attendance of 20%. The Company always implements a performance assessment program for employees, which is carried out consistently and measurably, as a basis for preparing employee management and development plans to improve the Company's performance.

Parameter Penilaian Kinerja Karyawan

Employee Performance Assessment Parameters

No	Parameter	Uraian / *Description*	Bobot Penilaian / *Assessment Value*
1	Sasaran Kerja/KP / Key Performance Indicator (KPI)	Penilaian KPI individu karyawan adalah khusus untuk karyawan setingkat staf yaitu menetapkan sasaran (tujuan) yang dilakukan secara bersama-sama oleh atasan dan bawahan dengan mengacu pada sasaran unit kerja setiap periode tertentu. / 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 / Competency Assessment	Aspek yang dinilai pada penilaian kompetensi adalah nilai budaya Perusahaan dengan bobot masing-masing 25%. / The competency assessment evaluates several aspects, including the corporate cultural values, which carry a weight of 25% each.	30%
3	Penilaian Disiplin / 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. / 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%
	JUMLAH / TOTAL		100%

Sumber Daya Manusia (SDM)
Human Capital (HC)

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.

erformance assessment for employees is carried out by a team/assessor consisting of direct superiors and indirect superiors in one Directorate/Work Unit or superior in the Company's operational area. The results of the assessment will later influence the provision of performance allowances, performance bonuses and annual bonuses.

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.

Service Awards and Rewards 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.

Di tahun 2024, berdasarkan Surat Keputusan Direksi No. PH.01.04/182/2024 tentang Pemberian Tanda Jasa dan Penghargaan Kepada Karyawan, Perusahaan telah melaksanakan program tanda jasa dan penghargaan bagi karyawan. Pemberian Tanda Jasa dan Penghargaan Kepada Karyawan adalah sebagai berikut:

Based on Board of Directors Decree No. PH.01.04/182/2024 on Awarding of Merit and Awards to Employees, the Company in 2024 has implemented awarding of merit and awards to employees for employees with the following details::

Bentuk Program Tanda Jasa dan Penghargaan bagi Karyawan Tahun 2024

Merit and Award Program for Employees in 2024

No	Jenis Tanda Jasa dan Penghargaan / *Types of Merit and Awards*	Ketentuan Masa Kerja / *Terms of Service*	Nilai Penghargaan / *Award Value*
1	Cincin emas 22 karat berlogo tiga gajah dan piagam penghargaan / 22 carat gold ring with the logo of three elephants and a certificate of appreciation	10 Tahun / 10 years	7 gram / 7 grams
2	Liontin emas 22 karat berlogo tiga gajah dan piagam penghargaan / 22 carat gold pendant bearing the logo of three elephants and a certificate of appreciation	20 Tahun / 20 years	12 gram / 12 grams
3	Uang dan piagam penghargaan / Prize money and certificates	25 Tahun / 25 years	1 bulan gaji / 1 month salary

Hingga 31 Desember 2024, terdapat sebanyak 187 orang karyawan yang mendapatkan tanda jasa atau penghargaan yang diberikan oleh Perusahaan, dengan rincian sebagai berikut:

As of December 31, 2024, there were 187 employees who received service awards or honors by the Company, with the following details:

Sumber Daya Manusia (SDM)
Human Capital (HC)

Daftar Penerima Penghargaan Tahun 2024 **List of Award Recipients in 2024**

No	Nama / *Name*	Jabatan / *Position*	Unit Kerja / *Work Unit*
	Penerima Penghargaan Masa Kerja 10 Tahun / Award Recipients for 10 Years of Service		
1	Akhwari Wahyu P	Senior Manager	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
2	Yudha Andi Wibowo	Manager	Department of Corporate Secretary
3	Endria Bermansyah	Manager	Department of Human Capital & Governance, Risk & Compliance
4	Ferdiansyah Hamdi	Supervisor	Department of Production
5	Gili Aprial Braja	Senior Manager	Department of Corporate Secretary
6	Januar Chandra M	Manager	Department of Techincal Plant
7	Teddy Refi Andika	Supervisor	Department of Maintenance
8	F. Purry Widiarko	Supervisor	Department of Mining & Waste Management
9	Stepanus Jopriansyah	Supervisor	Department of Maintenance
10	Apritentiantoni A	Supervisor	Department of Human Capital & Governance, Risk & Compliance
11	Adi Irpai	Manager	Department f Techincal Plant
12	Rendra Sevrianata	Manager	Department of Logistic
13	Tri Sutrisno	Supervisor	Department of Maintenance
14	Misdi Habibi	Manager	Department of Techincal Plant
15	Ahmad Haikal	Manager	Department of Production
16	Fendy Septiawan	Manager	Department of Mining & Waste Management
17	Rosiana Tm	Supervisor	Department of Corporate Secretary
18	Arya Febby Widyatama	Supervisor	Department of Human Capital & Governance, Risk & Compliance
19	Aprizal Fajri	Manager	Department of Corporate Secretary
20	Andika Lestantyo	Senior Manager	Department of Human Capital & Governance, Risk & Compliance
21	Diding Nuriska	Manager	Department of Accounting & Finance
22	Dwi Surya Saputra	Supervisor	Department of Production
23	Ricki Mirza	Supervisor	Department of Production
24	Guruh Dwi Nurcahyo	Supervisor	Department of Maintenance
25	Dwitya Ariesta	Supervisor	Department of Accounting & Finance
26	Marta Syahbana	Manager	Department of Logistic
27	Riadi Mikail	Manager	Department of Techincal Plant
28	Daniel Ortega S	Manager	Department of Production
29	Panji Areksa	Manager	Department of Production
30	Sherly Rati Utami	Manager	Department of Mining & Waste Management
31	Andri Firnando	Manager	PT Baturaja Multi Usaha
32	Rian Alfiana Assega	Manager	Department of Corporate Secretary
33	Paulus Karto Tarigan	Manager	Department of Human Capital & Governance, Risk & Compliance
34	Salfrin Agusta	Supervisor	Department of Production
35	Kusendro Harry W	Supervisor	Department of Maintenance
36	Reza Prima Putra	Supervisor	Department of Maintenance
37	Hasnil Rizki E	Supervisor	Department of Production
38	Sherly Marcelina	Supervisor	Department of Human Capital & Governance, Risk & Compliance
39	Abraham Abimanyu	Manager	Department of Production

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Nama / *Name*	Jabatan / *Position*	Unit Kerja / *Work Unit*
40	Rachmat Cahaya Putra	Manager	Department of Maintenance
41	M Yurizki Perdana	Manager	Department of Mining & Waste Management
42	Gigih Triyoga	Supervisor	Department of Production
43	Randy Prayuda	Manager	Unit of Health, Safety & Environment
44	Lukman Hakim	Manager	Department Of Maintenance
45	Bhimo Ariwibowo	Manager	Department of Corporate Secretary
46	Dian Meitagama	Manager	Department of Procurement
47	Catria Zulfiani	Supervisor	Department of Accounting & Finance
48	M Iqbal Sinatrya	Manager	Department of Logistic
49	Ahmad Syukri	Supervisor	Department of Production
50	Kemas M Azhari	Supervisor	Department of Production
51	Fadhli Muhtadin	Supervisor	Department of Maintenance
52	Bryandhika Dwi Utomo	Non Staff	Department of Production
53	Heri Tiara	Supervisor	Department of Corporate Secretary
54	David Lee Pratama	Supervisor	Department of Corporate Secretary
55	Ridho Hasanuddin Muh	Manager	PT Sembaja Lampung
56	Dwi Yahrinta Pratiwi	Manager	Department of Mining & Waste Management
57	Deri Aditya Nugraha	Manager	Department of Maintenance
58	Sri Sulastri	Manager	PT Baturaja Multi Usaha
59	Muhammad Septiadi	Manager	Department of Corporate Secretary
60	Ana Ayulina	Manager	Department of Human Capital & Governance, Risk & Compliance
61	Muhammat Hatta	Supervisor	Department of Production
62	Novriandi	Supervisor	Department of Mining & Waste Management
63	Purnawan Sakti	Supervisor	Department of Maintenance
64	Muhammad Adri	Supervisor	Department of Maintenance
65	Muhammad Ardiansyah	Supervisor	Department of Maintenance
66	Fathullah Meldino	Non Staff	Department of Production
67	Yusi Dahlia	Supervisor	Department of Human Capital & Governance, Risk & Compliance
68	Muhammad Amin	Manager	Department of Production
69	Yudi Apriansah	Supervisor	Department of Mining & Waste Management
70	Arifal	Supervisor	Department of Mining & Waste Management
71	Indra Permana	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
72	Septi Riska S	Supervisor	Department of Corporate Secretary
73	Okta Riza	Non Staff	Department of Procurement
74	Yessie Line P	Supervisor	Department of Procurement
75	Muhammad Ali	Supervisor	Department of Procurement
76	Miftahul Jannah	Supervisor	PT Baturaja Multi Usaha
77	Filliya Kurniawati	Manager	PT Baturaja Daya Insani
78	Febrio Nugrah A	Supervisor	Department of Maintenance
79	Yanuar Fantoni	Supervisor	Department of Production

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Nama / *Name*	Jabatan / *Position*	Unit Kerja / *Work Unit*
80	Achmad Zaqi	Supervisor	Department of Performance Management
81	Rahmawati	Supervisor	Department of Mining & Waste Management
82	Muhammad Jackson R A	Supervisor	Department of Production
83	Solihin	Supervisor	Department of Production
84	Haris Septiawan	Non Staff	Department of Techincal Plant
85	Robi Anggara	Non Staff	Department of Maintenance
86	Resky Romadoni	Non Staff	Department of Maintenance
87	Robby Viavasa	Supervisor	Department of Corporate Secretary
88	Efrina Dwi Sari	Supervisor	Department of Production
89	Viona Prilia	Supervisor	Department of Human Capital & Governance, Risk & Compliance
90	Eka Rostanty	Supervisor	Department of Human Capital & Governance, Risk & Compliance
91	Yulius Adrian	Supervisor	Department of Procurement
92	Nuki Ramadhansyah	Supervisor	PT Sembaja Lampung
93	Ida Nurmalasari	Supervisor	Department of Accounting & Finance
94	Nilam Eka Puteri	Supervisor	Department of Accounting & Finance
95	Reni Anggraini	Supervisor	Department of Accounting & Finance
96	Hadi Wibowo	Supervisor	Department of Production
97	A. Zuhairus Zaman	Non Staff	Department of Production
98	M Taqwin	Non Staff	Department of Production
99	Jumairi	Non Staff	Department of Production
100	Hermansyah	Non Staff	Department of Production
101	Muhammad Akbar	Non Staff	Department of Maintenance
102	Ryan Harris Triyono	Supervisor	Department of Maintenance
103	Apriyanto	Non Staff	Department Of Maintenance
104	Yulian Pradika	Non Staff	Department of Maintenance
105	Muhammad Tanzil Arda	Supervisor	Department of Logistic
106	Safta Januardi	Supervisor	PT Sembaja Lampung
107	Marico Aidil F	Supervisor	Department of Procurement
108	M Aris Kurniawan	Supervisor	Department of Logistic
109	Refky Rachman Rasyid	Supervisor	Department of Production
110	Amran	Non Staff	Department of Production
111	Muhammad Muchlis	Non Staff	Department of Production
112	Andre Agustian	Supervisor	Department of Production
113	Imam Pratama Azi	Supervisor	Unit of Health, Safety & Environment
114	Poetri Dian Vitaloka	Supervisor	Department of Human Capital & Governance, Risk & Compliance
115	Elia Susanti	Supervisor	Department of Procurement
116	Ikram Almukadar	Non Staff	Department of Procurement
117	M Yogi Alvittri	Supervisor	Department of Procurement
118	Aditya Reinaldi	Supervisor	Department of Procurement

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Nama / *Name*	Jabatan / *Position*	Unit Kerja / *Work Unit*
119	Rizki Dharma Putra	Manager	Department of Accounting & Finance
120	Hendrik Wijaya	Supervisor	Department of Maintenance
121	Muhammad Riansyah Dp	Non Staff	Department of Production
122	M Riyan Fauzie	Supervisor	Department of Production
123	Ardhi Ibrahim	Non Staff	Department of Production
124	Hariyanto	Non Staff	Department of Techincal Plant
125	Muhammad Redho	Supervisor	Department of Maintenance
126	Satria Harsoko S	Supervisor	Department of Accounting & Finance
127	M Arief Ariyansyah	Supervisor	Department of Procurement
128	Tri Mulyanto	Supervisor	Department of Procurement
129	Rifki Al Qausar	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
130	Putri Wahyuni	Supervisor	Department Of Accounting & Finance
131	M Bram S	Supervisor	PT Baturaja Multi Usaha
132	M Nur Satrio	Supervisor	Department of Logistic
133	Khoerur Rohim	Non Staff	Department of Maintenance
134	Jefri Herdianto	Supervisor	Department of Procurement
135	Asep Aris Sutopo	Supervisor	Department of Procurement
136	Ridwan Tanjung	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
137	M Ari Pratama	Supervisor	Department of Logistic
138	Yodi Pratama	Supervisor	Department of Production
139	Syarifulloh	Non Staff	Department of Production
140	Shinta Suci Fadillah	Supervisor	Department of Procurement
141	Reza Mubarik Ahmad	Supervisor	Department of Logistic
142	Darul Saputra	Non Staff	Department of Production
143	M Sandhy Kurniawan	Non Staff	Department of Production
144	Mansyur Adi Putra	Non Staff	Department of Production
145	Lutfi Juliansyah	Non Staff	Department of Production
146	Dwi Septiyana Sari	Non Staff	Department of Techincal Plant
147	Nur Hadi Kusnawan	Non Staff	Department of Production
148	Maulana Furqon	Supervisor	Department of Production
149	Ahmad Habibullah	Non Staff	Department of Production
150	Rena Nur Kumala	Manager	Department of Human Capital & Governance, Risk & Compliance
151	Silvia Prihety	Manager	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
152	Yovan Yudhistira	Manager	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
153	Rahmatullah	Non Staff	Department Of Logistic
154	Febri Indah N	Supervisor	Department of Accounting & Finance
155	Achmad Hadinata	Non Staff	Department of Production
156	Muhammad Yusuf	Supervisor	Department of Human Capital & Governance, Risk & Compliance
157	Sulaiman	Non Staff	Department of Production

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Nama / *Name*	Jabatan / *Position*	Unit Kerja / *Work Unit*
158	Andi Alwani	Supervisor	Department of Procurement
159	Herliansyah	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
160	Rachmad Al Hanafie	Manager	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
161	Pandu Amrin Putra	Manager	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
162	M Adhitya Hafitza	Non Staff	Department Of Production
163	Iqbal	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
164	Dede Kurniawan	Non Staff	Department of Production
165	Asep Priaditama	Non Staff	Department of Logistic
166	Ebbim Nesti	Non Staff	Department of Production
167	Tri Ahmad Sahit Dula	Non Staff	Department of Production
168	Nanda Ayudhea	Supervisor	Department of Human Capital & Governance, Risk & Compliance
169	Setyo Ajie Prabowo	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
170	Danil Saputra	Supervisor	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)
171	Tri Adi Wijaya	Non Staff	Department Of Production
	Penerima Penghargaan Masa Kerja 20 Tahun / Award Recipients for 20 Years of Service		
1	Ongki Purwanta	Supervisor	Department of Production
2	Ilman Jauhari	Senior Manager	Koperasi Karyawan Semen Baturaja
3	Ahmad Bina	Senior Manager	Department of Mining & Waste Management
4	Muhammad Yunus	Vice President	PT Baturaja Daya Insani
5	Harrie Cahyanto	Senior Manager	Department of Production
6	Edi Furwanto	Senior Manager	Department of Procurement
7	Hari Liandu	Vice President	Department of Corporate Secretary
8	Ade Chitra Kusuma	Vice President	PT Baturaja Daya Insani
9	Fitria Margaretha	Vice President	Department of Human Capital & Governance, Risk & Compliance
10	Chandra Kirana	Supervisor	PT Sembaja Lampung
11	Doddy Irawan	Vice President	Department of Accounting & Finance
12	Meriadi	Senior Manager	Unit Of Health, Safety & Environment
13	Zulkarnain	Manager	Department of Internal Audit
14	Achmad Yudi Cahyadi	Supervisor	Department of Maintenance
15	Adlin Melita	Senior Manager	Department of Human Capital & Governance, Risk & Compliance
16	Kartha Kurniadi	Vice President	Employee on Duty PT Semen Indonesia (Persero) Tbk (EOD)

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. Imbalan pensiun diberikan oleh Perusahaan apabila karyawan

Retirement 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. Pension benefits are provided by the Company if the

Sumber Daya Manusia (SDM)
Human Capital (HC)

tersebut pensiun, cacat, atau meninggal dunia. Iuran untuk program pensiun tersebut adalah sebesar 6,00% dari gaji bulanan karyawan dan menjadi beban Perusahaan.

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.

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.

employee retires, becomes disabled, or dies. Contributions for the pension program are 6.00% of the employee's monthly salary and are borne by the Company.

This 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.

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 also values freedom for employees to associate, gather and express opinions. The Company strongly supports the existence of labor unions within the Company which is expected to create good relations between employees and Company Management, so that they can provide the best contribution to the collective interests and the Company. Currently, the Company has a Workers Union, namely 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 03 May 2000, and has been re-registered at the Palembang City Government Manpower Service No. 265/DISNAKER/2014 dated October 29, 2014.

All Company employees, both union and non-union members, have their interests 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.

Sumber Daya Manusia (SDM)
Human Capital (HC)

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). Program pengembangan kompetensi karyawan dilakukan dalam rangka untuk memenuhi kebutuhan dan tuntutan perkembangan lingkungan bisnis.

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, sehingga mengurangi gap kompetensi pada karyawan. 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.

Perusahaan mengacu pada target yang telah ditetapkan oleh Manajemen, 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.

Di tahun 2024, realisasi jumlah jam pelatihan sebesar 31,84 jam per orang/tahun atau sebesar 159% dari target yaitu 20 jam per orang/tahun. Sedangkan jumlah sertifikasi profesi karyawan adalah sebanyak 73 orang, atau sebesar 365% dari target, yaitu 20 orang. Informasi realisasi pengembangan kompetensi karyawan di tahun 2023-2024 adalah sebagai berikut:

EMPLOYEE COMPETENCY DEVELOPMENT PROGRAM

POLICIES, TARGETS AND IMPLEMENTATION OF EMPLOYEE COMPETENCY DEVELOPMENT PROGRAMS

The Company continuously implements employee competency development programs for all levels of positions and gender, which are prepared based on Training Need Analysis (TNA). Employee competency development programs are carried out in order to meet the needs and demands of developments in the business environment.

The Company has implemented an employee competency development program for all levels of position and gender, with targets or objectives to be achieved, namely increasing knowledge about work for employees, thereby reducing the competency gap among employees. The Company views that employee competency development is a long-term investment that can have a real impact on improving the Company's performance, both now and in the future.

The Company refers to the target set by Management, namely 20 hours per person/year in which the Company has set a target for internal training hours of 25 hours per person/year as well as plans for employee professional certification with a target of 20 people per year.

Realization of total training hours in 2024 was 31.84 hours per person/year or 159% of the target of 20 hours per person/year. Meanwhile, total employee profession certifications were 73 people, or 365% of the target, which is 20 peoples. Information on the realization of employee competency development in 2023-2024 is as follows:

Realisasi Program Pengembangan Kompetensi Karyawan Tahun 2023 - 2024

Realization of Employee Competency Development Program in 2023 – 2024

Uraian / *Description*	2024	2023
Jumlah Karyawan (orang) / Total Employees (people)	854	880
Jumlah Jam Training (jam) / Total Training Hours (hours)	27.194	22.125
Jumlah Hari Training (hari) / Total Training Hours (days)	1.133	921,87
Hari Training/Karyawan (hari) / Training Days/Employee (days)	1,33	1,05
Total Karyawan yang Mengikuti Training (orang) / Total employees who attended training	4.155	3.380

Sumber Daya Manusia (SDM)
Human Capital (HC)

Realisasi Rata-Rata Durasi Program Pelatihan Berdasarkan Level Jabatan 2023 - 2024
(dalam jam)

Realization of Average Duration of Training Program Based on Position Level in 2023 – 2024
(in hour)

Level Jabatan / *Position Level*	2024	2023
Vice President	46,67	75,81
Senior Manager	42,21	47,66
Manager	55,57	35,43
Junior Manager	29,68	18,59
Non-Staf / Non-Staff	19,70	19,58

Realisasi Rata-Rata Durasi Program Pelatihan Berdasarkan Gender 2023 - 2024
(dalam jam)

Realization of Average Duration of Training Program Based on Gender in 2023 – 2024
(in hour)

Gender	2024	2023
Laki-laki / Male	32,16	23,33
Perempuan / Female	30,14	34,32

Jumlah Pelatihan dan Peserta Pelatihan Berdasarkan Bidang Pelatihan 2023 - 2024

Realization of Average Duration of Training Program Based on Training Field in 2023 – 2024

Bidang Pelatihan / *Training Field*	2024			2023		
	Jumlah Pelatihan (Kali) / *Total Trainings (times)*	Jumlah Peserta (Orang) / *Total Participants (people)*	Jumlah Pelatihan Terhadap Jumlah Peserta (%) / *Total Trainings To Total Participants (%)*	Jumlah Pelatihan (Kali) / *Total Trainings (times)*	Jumlah Peserta (Orang) / *Total Participants (people)*	Jumlah Pelatihan Terhadap Jumlah Peserta (%) / *Total Trainings To Total Participants (%)*
Bidang Keuangan / Finance	19	300	5,68	7	119	5,89
Bidang Sumber Daya Manusia / Human Capital	18	134	13,19	16	398	4,02
Bidang Pemasaran/Distribusi / Marketing/ Distribution	12	265	4,49	8	196	4,1
Bidang Teknik/Operasi / Engineering/ Operations	57	635	8,98	40	427	9,37
Bidang Keselamatan dan Kesehatan Kerja / Occupational Health and Safety	116	1.635	6,61	33	526	6,27
Bidang Pengembangan Manajemen / Management Development	9	256	3,89	14	125	11,2
Bidang Pengawasan / Supervisory	9	26	21,74	7	299	2,34
Bidang Teknologi Informasi / Information Technology	8	158	4,46	10	107	9,34
Bidang Hukum & Kehumasan / Legal & Public Relations	24	196	12,24	10	374	2,67
Bidang *Procurement* / Procurement	3	177	1,69	1	2	50
Bidang Umum & Lain-Lain / Governance, Risk & Compliance & Others	22	373	5,90	24	810	2,96
Jumlah / Total	**297**	**4155**	**6,91**	**170**	**3.380**	**5,03**

Sumber Daya Manusia (SDM)
Human Capital (HC)

PENGEMBANGAN KOMPETENSI 2024

Sumber Daya Manusia (SDM) menjadi penting, dan merupakan ujung tombak dalam upaya mewujudkan visi dan misi Perusahaan. 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.

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*. Informasi jenis program pengembangan kompetensi karyawan adalah 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.

COMPETENCY DEVELOPMENT IN 2024

Human Capital (HC) is vital and is the spearhead in efforts to realize the Company's vision and mission. SMBR has a high commitment on HC management and development for the success and sustainability of the Company's business through employee competency improvement programs that are held periodically for all levels of positions within the Company.

The Company always pays close attention to the quality, professionalism, and effectiveness of employees, in maintaining and growing the loyalty and productivity of each employee. These commitments are proven through the implementation of employee competency training and development which is carried out by referring to the training and development framework that covers all aspects and development methods for all Company HC.

Types of Employee Competency Development Programs

Employee competency development program at the Company is classified into 3 (three) types, namely in-house training, general training and online training. Information on types of employee competency development programs is as follows:

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.

Sumber Daya Manusia (SDM)
Human Capital (HC)

Realisasi Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2024

Realization of Employee Competency Development Program Based on Training Type in 2024

No	Jenis Pelatihan / *Type of Training*	Jumlah Pelatihan (Kali) / *Total Trainings (times)*	Jumlah Peserta (Orang) / *Total Participants (Person)*	Jumlah Pelatihan Per Jenis Pelatihan (%) / Total Training Per Type of Training (%)	Jumlah Peserta Per Jenis Pelatihan (%) / *Total Participants Per Type of Training (%)*
1	Pelatihan In-House / In-House Training	101	1406	34	33,8
2	Pelatihan Umum / General Training	87	187	29,3	4,5
3	Pelatihan Online / Online Training	109	2.562	36,7	61,7
	Jumlah / Total	**297**	**4.155**	**100**	**100**

Rincian Program Pengembangan Kompetensi Karyawan Berdasarkan Jenis Pelatihan 2024

Details of Employee Competency Development Programs Based on Training Type in 2024

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Pelatihan In-House / In-House Training				
IHT Juru Langsir – Pabrik Panjang, Bandar Lampung / IHT Shunter – Panjang Plant, Bandar Lampung	Memberikan pelatihan yang bertujuan kelancaran operasi, perpindahan atau pergerakan gerbong kereta api di dalam Pabrik. / Providing training aimed at smooth operations, transfers or movements of train carriages in the Plant.	10/01/2024	s.d	10/01/2024
Instruktur Training Pentaho Extract Transform Load (ETL) / Pentaho Extract Transform Load (ETL) Training Instructor	*Sharing session* tentang pengelolaan data dalam bisnis dan laporan / Sharing sessions on data management in business and reports.	10/01/2024	s.d	10/01/2024
IHT Juru Langsir – Pabrik Palembang / IHT Shunter – Palembang Plant	Memberikan pelatihan yang bertujuan kelancaran operasi, perpindahan atau pergerakan gerbong kereta api di dalam Pabrik. / Providing training aimed at smooth operations, transfers or movements of train carriages in the Plant.	11/01/2024	s.d	11/01/2024
Instruktur Training Pentaho Extract Transform Load (ETL) / Pentaho Extract Transform Load (ETL) Training Instructor	Sharing session tentang pengelolaan data dalam bisnis dan laporan / Sharing sessions on data management in business and reports.	31/01/2024	s.d	02/02/2024
Sosialisasi Safety Observation Tour SMBR (Tim Warehouse Baturaja) / Dissemination of SMBR Safety Observation Tour (Baturaja Warehouse Team)	Sosialisi pengisian Aplikasi SHESIG / Dissemination of filling in the SHESIG Application	27/02/2024	s.d	27/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Tim Warehouse Baturaja) / SMBR Safety Observation Tour Dissemination Instructor (Baturaja Warehouse Team)	Penyegaran tentang Safety / Safety Refresher	27/02/2024	s.d	27/02/2024
Sosialisasi Safety Observation Tour SMBR (Tim IMK) / SMBR Safety Observation Tour Dissemination (IMK Team)	Penyegaran tentang Safety / Safety Refresher	27/02/2024	s.d	27/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Tim IMK) / SMBR Safety Observation Tour Dissemination Instructor (IMK Team)	Penyegaran tentang Safety / Safety Refresher	27/02/2024	s.d	27/02/2024
Sosialisasi Safety Observation Tour SMBR (Tim Admin Building) / SMBR Safety Observation Tour Dissemination (Admin Building Team)	Penyegaran tentang Safety / Safety Refresher	28/02/2024	s.d	28/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Tim Admin Building) / SMBR Safety Observation Tour Dissemination Instructor (Admin Building Team)	Penyegaran tentang Safety / Safety Refresher	28/02/2024	s.d	28/02/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Sosialisasi Safety Observation Tour SMBR (Poliklinik) / SMBR Safety Observation Tour Dissemination (Polyclinic)	Penyegaran tentang Safety / Safety Refresher	28/02/2024	s.d	28/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Poliklinik) / SMBR Safety Observation Tour Dissemination Instructor (Polyclinic)	Penyegaran tentang Safety / Safety Refresher	28/02/2024	s.d	28/02/2024
Sosialisasi Safety Observation Tour SMBR (Tim RNE Building) / SMBR Safety Observation Tour Dissemination (RNE Building Team)	Penyegaran tentang Safety / Safety Refresher	29/02/2024	s.d	29/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Tim RNE Building) / SMBR Safety Observation Tour Dissemination Instructor (RNE Building Team)	Penyegaran tentang Safety / Safety Refresher	29/02/2024	s.d	29/02/2024
Sosialisasi Safety Observation Tour SMBR (Tim Pemasaran Building) / SMBR Safety Observation Tour Dissemination (Marketing Building Team)	Penyegaran tentang Safety / Safety Refresher	29/02/2024	s.d	29/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Tim Pemasaran Building) / SMBR Safety Observation Tour Dissemination Instructor (Marketing Building Team)	Penyegaran tentang Safety / Safety Refresher	29/02/2024	s.d	29/02/2024
In House Training K3 Operator Hoist Crane (Awareness) / In House Training on Operator Hoist Crane OHS (Awareness)	Sharing Knowledge / Knowledge Sharing	22/02/2024	s.d	22/02/2024
Instruktur Sosialisasi Safety Observation Tour SMBR / Instructor for Dissemination of SMBR Safety Observation Tour	Penyegaran tentang Safety / Safety Refresher	01/03/2024	s.d	01/03/2024
Sosialisasi Safety Observation Tour SMBR (General Office) / Dissemination of SMBR Safety Observation Tour (General Office)	Penyegaran tentang Safety / Safety Refresher	01/03/2024	s.d	01/03/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (General Office) / Instructor for Dissemination of SMBR Safety Observation Tour (General Office)	Penyegaran tentang Safety / Safety Refresher	01/03/2024	s.d	01/03/2024
Sosialisasi Safety Observation Tour SMBR (GPRW) / Dissemination of SMBR Safety Observation Tour (GPRW)	Penyegaran tentang Safety / Safety Refresher	01/03/2024	s.d	01/03/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (GPRW) / Instructor for Dissemination of SMBR Safety Observation Tour (GPRW)	Penyegaran tentang Safety / Safety Refresher	01/03/2024	s.d	01/03/2024
Sosialisasi Safety Observation Tour SMBR (Learning Development) / Dissemination of SMBR Safety Observation Tour (Learning Development)	Penyegaran tentang Safety / Safety Refresher	04/03/2024	s.d	04/03/2024
Instruktur Sosialisasi Safety Observation Tour SMBR (Learning Development) / Instructor for Dissemination of SMBR Safety Observation Tour (Learning Development)	Penyegaran tentang Safety / Safety Refresher	04/03/2024	s.d	04/03/2024
Sosialisasi Safety Observation Tour SMBR (BRDI & Security) / Dissemination of SMBR Safety Observation Tour (BRDI & Security)	Penyegaran tentang Safety / Safety Refresher	04/03/2024	s.d	04/03/2024
Training Of Trainer Continuous Excellent Activity / Training of Trainer Continuous Excellent Activity	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	06/03/2024	s.d	08/03/2024
Apel Bulan K3 Provinsi Sum-Sel Tahun 2024 / 2024 South Sumatera Province OHS Month Ceremony	Penyegaran tentang Safety / Safety Refresher	08/03/2024	s.d	08/03/2024
IHT TOT Basic Safety Training / IHT TOT Basic Safety Training	Penyegaran tentang Safety / Safety Refresher	18/04/2024	s.d	19/04/2024
Instruktur IHT TOT Basic Safety Training / IHT TOT Basic Safety Training Instructor	Penyegaran tentang Safety / Safety Refresher	18/04/2024	s.d	19/04/2024
IHT Basic Safety Training Batch 1 (Site Panjang) / IHT Basic Safety Training Batch 1 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	23/04/2024	s.d	23/04/2024
Instruktur IHT Basic Safety Training Batch 1 (Site Panjang) / IHT Basic Safety Training Instructor Batch 1 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	23/04/2024	s.d	23/04/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
IHT Basic Safety Training Batch 1 (Site Baturaja) / IHT Basic Safety Training Batch 1 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	23/04/2024	s.d	23/04/2024
Instruktur IHT Basic Safety Training Batch 1 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 1 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	23/04/2024	s.d	23/04/2024
(IHT Site Palembang) Basic Safety Training - Batch 1 / (IHT Site Palembang) Basic Safety Training - Batch 1	Penyegaran tentang Safety / Safety Refresher	23/04/2024	s.d	23/04/2024
Instruktur IHT Basic Safety Training Batch 1 (Site Palembang) / IHT Basic Safety Training Instructor Batch 1 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	23/04/2024	s.d	23/04/2024
IHT Basic Safety Training Batch 2 (Site Baturaja) / IHT Basic Safety Training Batch 2 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	25/04/2024	s.d	25/04/2024
Instruktur IHT Basic Safety Training Batch 2 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 2 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	25/04/2024	s.d	25/04/2024
IHT Basic Safety Training Batch 2 (Site Panjang) / IHT Basic Safety Training Batch 2 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	25/04/2024	s.d	25/04/2024
Instruktur IHT Basic Safety Training Batch 2 (Site Panjang) / IHT Basic Safety Training Instructor Batch 2 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	25/04/2024	s.d	25/04/2024
(IHT Site Palembang) Basic Safety Training - Batch 2 / (IHT Site Palembang) Basic Safety Training - Batch 2	Penyegaran tentang Safety / Safety Refresher	26/04/2024	s.d	26/04/2024
Instruktur IHT Basic Safety Training Batch 2 (Site Palembang) / IHT Basic Safety Training Instructor Batch 2 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	26/04/2024	s.d	26/04/2024
IHT Basic Safety Training Batch 3 (Site Baturaja) / IHT Basic Safety Training Batch 3 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	02/05/2024		02/05/2024
Instruktur IHT Basic Safety Training Batch 3 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 3 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	02/05/2024	s.d	02/05/2024
IHT Basic Safety Training Batch 3 (Site Palembang) / IHT Basic Safety Training Batch 3 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	02/05/2024	s.d	02/05/2024
Instruktur IHT Basic Safety Training Batch 3 (Site Palembang) / IHT Basic Safety Training Instructor Batch 3 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	02/05/2024	s.d	02/05/2024
IHT Basic Safety Training Batch 4 (Site Palembang) / IHT Basic Safety Training Batch 4 (Palembang Site)	Penyegaran tentang Safety / Safety Refresher	07/05/2024	s.d	07/05/2024
Instruktur IHT Basic Safety Training Batch 4 (Site Palembang) / IHT Basic Safety Training Instructor Batch 4 (Palembang Site)	Penyegaran tentang Safety / Safety Refresher	07/05/2024	s.d	07/05/2024
IHT Basic Safety Training Batch 4 (Site Baturaja) / IHT Basic Safety Training Batch 4 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	07/05/2024	s.d	07/05/2024
Instruktur IHT Basic Safety Training Batch 4 (Site Baturaja) / IHT Basic Safety Training Batch 4 Instructor (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	07/05/2024	s.d	07/05/2024
IHT Basic Safety Training Batch 5 (Site Baturaja) / IHT Basic Safety Training Batch 5 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	14/05/2024	s.d	14/05/2024
Instruktur IHT Basic Safety Training Batch 5 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 5 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	14/05/2024	s.d	14/05/2024
IHT Basic Safety Training Batch 5 (Site Palembang) / IHT Basic Safety Training Batch 5 (Palembang Site)	Penyegaran tentang Safety / Safety Refresher	14/05/2024	s.d	14/05/2024
Instruktur IHT Basic Safety Training Batch 5 (Site Palembang) / IHT Basic Safety Training Batch 5 Instructor (Palembang Site)	Penyegaran tentang Safety / Safety Refresher	14/05/2024	s.d	14/05/2024
IHT Basic Safety Training Batch 6 (Site Baturaja) / IHT Basic Safety Training Batch 6 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	21/05/2024	s.d	21/05/2024
Instruktur IHT Basic Safety Training Batch 6 (Site Baturaja) / IHT Basic Safety Training Batch 6 Instructor (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	21/05/2024	s.d	21/05/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
IHT Basic Safety Training Batch 6 (Site Palembang) / IHT Basic Safety Training Batch 6 (Palembang Site)	Penyegaran tentang Safety / Safety Refresher	21/05/2024	s.d	21/05/2024
Instruktur IHT Basic Safety Training Batch 6 (Site Palembang) / IHT Basic Safety Training Batch 6 Instructor (Palembang Site)	Penyegaran tentang Safety / Safety Refresher	21/05/2024	s.d	21/05/2024
IHT Management Inspection	Penyegaran tentang Safety / Safety Refresher	21/05/2024	s.d	22/05/2024
Instruktur IHT Management Inspection / IHT Management Inspection Instructor	Penyegaran tentang Safety / Safety Refresher	21/05/2024	s.d	22/05/2024
IHT Basic Safety Training Batch 7 (Site Baturaja) / IHT Basic Safety Training Batch 7 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	28/05/2024	s.d	28/05/2024
Instruktur IHT Basic Safety Training Batch 7 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 7 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	28/05/2024	s.d	28/05/2024
IHT Basic Safety Training Batch 7 (Site Palembang) / IHT Basic Safety Training Batch 7 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	28/05/2024	s.d	28/05/2024
Instruktur IHT Basic Safety Training Batch 7 (Site Palembang) / IHT Basic Safety Training Batch 7 Instructor (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	28/05/2024	s.d	28/05/2024
In House Training Basic Safety Training Batch 8 / In House Training Basic Safety Training Batch 8	Penyegaran tentang Safety / Safety Refresher	04/06/2024	s.d	04/06/2024
Instruktur In House Training Basic Safety Training Batch 8 / In House Training Instructor Basic Safety Training Batch 8	Penyegaran tentang Safety / Safety Refresher	04/06/2024	s.d	04/06/2024
Juri SMBR Innovation Awards 2024 / 2024 SMBR Innovation Awards jury	Sharing Knowledge / Knowledge Sharing	01/07/2024	s.d	10/07/2024
In House Training SAP Modul PM / In House Training on SAP PM Module	Peningkatan Keahlian SAP / SAP Expertise Enhancement	15/07/2024	s.d	19/07/2024
Instruktur In House Training SAP Modul PM / SAP PM Module In House Training Instructor	Sharing Sesion Tentang SAP Modul PM / Sharing Session on SAP PM Module	15/07/2024	s.d	19/07/2024
In House Training Memadamkan Api (Fire Drill) / In House Training on Fire Drill	Sharing Session	16/07/2024	s.d	16/07/2024
In House Training Management Inspection Balancing / In House Training on Management Inspection Balancing	Sharing Session	30/07/2024	s.d	31/07/2024
Instruktur In House Training Management Inspection Balancing / In House Training on Management Inspection Balancing Instructor	Sharing Session	30/07/2024	s.d	31/07/2024
In House Training Refresment ISO 14001 / In House Training on Refreshment ISO 14001	Sharing Session	15/08/2024	s.d	15/08/2024
In House Training Electrostatic Precipitator / In House Training on Electrostatic Precipitator	Sharing Session	22/08/2024	s.d	22/08/2024
Instruktur In House Training Electrostatic Precipitator / In House Training on Electrostatic Precipitator Instructor	Sharing Session	22/08/2024	s.d	22/08/2024
In House Training Weigher Hasler / In House Training on Weigher Hasler	Sharing Session	29/08/2024	s.d	29/08/2024
Instruktur In House Training Weigher Hasler / In House Training on Weigher Hasler Instructor	Sharing Session	29/08/2024	s.d	29/08/2024
In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog) / In House Training on Unit of Electrical, Instrument & Control Maintenance (Gearbox Lubrication System KMPP551, MPS & Dalog)	Sharing Session	12/09/2024	s.d	12/09/2024
Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog) / In House Training on Unit Instructor of Electrical, Instrument & Control Maintenance (KMPP551 Gearbox Lubrication System, MPS & Dalog)	Sharing Session	12/09/2024	s.d	12/09/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Procurement Procedures for Goods and Services	Peningkatan Pengetahuan / Knowledge Enhancement	26/09/2024	s.d	27/09/2024
In House Training Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive)	Sharing Session	26/09/2024	s.d	26/09/2024
Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive)	Sharing Session	26/09/2024	s.d	26/09/2024
In House Training Memadamkan Api (Fire Drill) Site Panjang / In House Training on Fire Drill at Site Panjang	Sharing Session	27/09/2024	s.d	27/09/2024
Instruktur In House Training Memadamkan Api (Fire Drill) Site Panjang / Instructor In House Training on Fire Drill at Site Panjang	Sharing Session	27/09/2024	s.d	27/09/2024
In House Training Memadamkan Api (Fire Drill) Site Palembang / In House Training on Fire Drill at Site Palembang	Sharing Session	27/09/2024	s.d	27/09/2024
Instruktur In House Training Memadamkan Api (Fire Drill) Site Palembang / Instructor In House Training on Fire Drill at Site Palembang	Sharing Session	27/09/2024	s.d	27/09/2024
In House Training # Maintenance Thermocouple	Sharing Session	10/10/2024	s.d	10/10/2024
Instruktur In House Training Maintenance Thermocouple / In House Training on Maintenance Thermocouple Instructor	Sharing Session	10/10/2024	s.d	10/10/2024
In House Training Penyusunan RKAP via SAP / In House Training Preparation of RKAP via SAP	Sharing Session	15/10/2024	s.d	17/10/2024
Instruktur In House Training Penyusunan RKAP via SAP / Instructor In House Training Preparation of RKAP via SAP	Sharing Session	15/10/2024	s.d	17/10/2024
In House Training # (Electrostatic Precipitator)	Sharing Session	24/10/2024	s.d	24/10/2024
Instruktur In House Training # (Electrostatic Precipitator) / In House Training on # (Electrostatic Precipitator) Instructor	Sharing Session	24/10/2024	s.d	24/10/2024
Online Course "Draught Survey (PBM)"	Sharing Knowledge / Knowledge Sharing	25/10/2024	s.d	25/10/2024
Sosialisasi Asuransi Aset Tetap / Fixed Asset Insurance Dissemination	Peningkatan Pengetahuan / Knowledge Enhancement	06/11/2024	s.d	06/11/2024
In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Unit Of Electrical, Instrument & Control Maintenance (Principle of Work & Troubleshooting SIMOCODE)	Sharing Session	07/11/2024	s.d	07/11/2024
Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Unit Of Electrical, Instrument & Control Maintenance (Principle of Work & Troubleshooting SIMOCODE) Instructor	Sharing Session	07/11/2024	s.d	07/11/2024
In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System)	Sharing Session	21/11/2024	s.d	21/11/2024
Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System) / In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System) Instructor	Sharing Session	21/11/2024	s.d	21/11/2024
In House Training Pengenalan Jeni-jenis Limbah B3 dan Non B3 serta Penanganan Darurat Ceceran Limbah B3 / In House Training on Introduction to Types of Hazardous and Non-Hazardous Waste and Emergency Handling of Hazardous Waste Spills	Sharing Session	26/11/2024	s.d	26/11/2024
In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System) / In House Training on Unit Of Electrical, Instrument & Control Maintenance (Basic PLC & DCS System)	Sharing Session	05/12/2024	s.d	05/12/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System) / Instructor In House Training Unit Of Electrical, Instrument & Control Maintenance (Basic PLC & DCS System)	Sharing Session	05/12/2024	s.d	05/12/2024
Production Excellent Academy	Sharing Knowledge / Knowledge Sharing	10/12/2024	s.d	12/12/2024
Instruktur Production Excellent Academy / Production Excellent Academy Instructor	Sharing Knowledge / Knowledge Sharing	10/12/2024	s.d	12/12/2024
Pelatihan Umum / General Training				
CHRO Masterclass : Pelatihan Innovation Workplce : Work Less Produce More / CHRO Masterclass: Innovation Workplace Training: Work Less Produce More	Peningkatan Pengetahuan / Knowledge Enhancement	18/01/2024	s.d	18/01/2024
Pelatihan Business Continuity Management Certified Professional (BCMCP) / Business Continuity Management Certified Professional (BCMCP) Training	Peningkatan Pengetahuan / Knowledge Enhancement	23/01/2024	s.d	28/01/2024
Sertifikasi Business Continuity Management Certified Professional (BCMCP) / Business Continuity Management Certified Professional (BCMCP) Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	29/01/2024	s.d	29/01/2024
Bimtek Teknis Kriteria Pengendalian Pencemaran Air / Technical Guidance on Water Pollution Control Criteria	Peningkatan Pengetahuan / Knowledge Enhancement	25/01/2024	s.d	26/01/2024
Strategi Menyiapkan SPT Tahunan Pph Badan Tahunan, Sesuai Dengan Aturan Terakhir Serta Update Ketentuan Pajak Terbaru 2024 / Strategy for Preparing Annual Corporate Income Tax Returns, in Accordance with the Latest Regulations and Latest Tax Provisions Updates 2024	Peningkatan Pengetahuan / Knowledge Enhancement	05/02/2024	s.d	06/02/2024
Perpanjang Lisensi BNSP PPPA, POPA, POPU, PLB3, OPLB3 / Extension of BNSP PPPA, POPA, POPU, PLB3, OPLB3 Licenses	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	15/02/2024	s.d	16/02/2024
Secondment Program OVH (OVH Koordinator) / Secondment Program OVH (OVH Coordinator)	Sharing Knowledge / Knowledge Sharing	18/02/2024	s.d	25/02/2024
Classroom Learning Sesi Leading People & Organization SLDP "Becoming Exemplary Leader in Excellernt Execution" / Classroom Learning Session Leading People & Organization SLDP "Becoming Exemplary Leader in Excellent Execution"	Peningkatan Pengetahuan / Knowledge Enhancement	22/02/2024	s.d	22/02/2024
Sudut Pandang Hukum Ketenagakerjaan Atas Aksi Korporasi Perusahaan Serta Dampaknya Terhadap Masa Depan Karyawan / Employment Law Perspective on Corporate Actions and Their Impact on the Future of Employees	Peningkatan Pengetahuan / Knowledge Enhancement	28/02/2024	s.d	29/02/2024
EnviroTech	Sharing Session	10/03/2024	s.d	13/03/2024
Konsolidasi Learning Need Development Antar AP dan Holding SIG / Consolidation of Learning Need Development Between AP and Holding SIG	Sharing Session	06/03/2024	s.d	07/03/2024
MUDP & Sertifikasi Manajemen Umum Dana Pensiun (MUDP) / MUDP & General Management Certification of Pension Fund (MUDP)	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	05/03/2024	s.d	08/08/2024
Pelatihan dan Sertifikasi Manager PPPU / PPPU Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/03/2024	s.d	14/03/2024
Pelatihan dan Sertifikasi Manager PPPA / PPPA Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/03/2024	s.d	14/03/2024
Pelatihan dan Sertifikasi Manager PLB3 / PLB3 Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/03/2024	s.d	14/03/2024
Pelatihan dan Sertifikasi Operator PPPU/ POPU / PPPU/POPU Operator Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/03/2024	s.d	14/03/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Pelatihan dan Sertifikasi Operator PPPA/ POPA / PPPA/POPA Operator Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/03/2024	s.d	14/03/2024
Pelatihan dan Sertifikasi Operator Limbah Non B3/ OPLNB3 / Non-Hazardous Waste Operator Training and Certification/ OPLNB3	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/03/2024	s.d	14/03/2024
Pelatihan dan Sertifikasi Manager PLNB3 / PLNB3 Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	26/03/2024	s.d	27/03/2024
Pelatihan dan Sertifikasi Operator OPLNB3 / OPLNB3 Operator Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	20/02/2024	s.d	22/02/2024
Bimtek Hubungan Keprotokolan Se-Sumatera Selatan / Protocol Relations Technical Guidance for South Sumatera	Peningkatan Pengetahuan / Knowledge Enhancement	29/04/2024	s.d	29/04/2024
Bimbingan Teknik Sistem Informasi Pelaporan Penilaiana Kinerja Pengelolaan LB3 dan Non B3 / Information System Technical Guidance for Reporting Performance Assessment of LB3 and Non-B3 Management	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	07/05/2024	s.d	08/05/2024
Dasar-dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	13/05/2024	s.d	23/05/2024
Ujian Praktek & Tes Simulator Kiln / Kiln Practical Exam & Simulator Test	Peningkatan Kompetensi Jabatan / Job Competency Improvement	17/05/2024	s.d	17/05/2024
Secondment Program Batch 2	Sharing Knowledge / Knowledge Sharing	20/05/2024	s.d	23/05/2024
Relawan Bakti BUMN / BUMN Volunteer Service	Sharing Knowledge / Knowledge Sharing	19/05/2024	s.d	22/05/2024
Rekonsiliasi Produksi dan Penjualan Mineral bukan Logam, Mineral Bukan Logam Jenis tertentu dan Bebatuan / Reconciliation of Production and Sales of Non-Metallic Minerals, Certain Types of Non-Metallic Minerals and Rocks	Sharing Knowledge / Knowledge Sharing	21/05/2024	s.d	21/05/2024
Pelatihan Penyusunan Rencana Bisnis Tahunan Dana Pensiun / Training on Preparation of Annual Business Plans for Pension Funds	Peningkatan Pengetahuan / Knowledge Enhancement	20/05/2024	s.d	21/05/2024
Seminar ChatGPT for Marketer / Seminar on ChatGPT for Marketers	Sharing Knowledge / Knowledge Sharing	11/06/2024	s.d	11/06/2024
Pembicara Pembekalan Alumni UNSRI Fakultas Hukum / Speaker at Briefing Alumni UNSRI Faculty of Law	Sharing Knowledge / Knowledge Sharing	14/06/2024	s.d	14/06/2024
Dasar - Dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	19/06/2024	s.d	29/06/2024
Pelatihan Pengujian Senyawa Kimia dengan FTIR, LCMS, dan GCMS / Training on Testing Chemical Compounds with FTIR, LCMS, and GCMS	Peningkatan Pengetahuan / Knowledge Enhancement	01/07/2024	s.d	04/07/2024
Dasar - Dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	08/07/2024	s.d	17/07/2024
Electrostatic Precipitator Seminar	Sharing Knowledge / Knowledge Sharing	11/07/2024	s.d	11/07/2024
Pendidikan Khusus Profesi Advokat / Special Education for the Advocate Profession	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	12/07/2024	s.d	13/07/2024
Pelatihan Inventarisasi, Kuantifikasi, dan Pelaporan Emisi serta Seragan Gas Rumah Kaca Berbasis ISO 14064-1:2018 / Training on Inventory, Quantification, and Reporting of Emissions and Greenhouse Gas Attacks Based on ISO 14064-1:2018	Sharing Session	22/07/2024	s.d	24/07/2024
Pelatihan Penyegaran Petugas Proteksi Radiasi (PPR) / Radiation Protection Officer (PPR) Refresher Training	Penyegaran Tentang Proteksi Radiasi / Refresher on Radiation Protection	06/08/2024	s.d	08/08/2024
Sertifikasi Qualified Risk Management Professional / Qualified Risk Management Professional Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	12/08/2024	s.d	16/08/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Manajemen Investasi Dana Pensiun / Pension Fund Investment Management	Sharing Session	13/08/2024	s.d	15/08/2024
Program Relawan Bakti BUMN Batch VI / BUMN Volunteer Service Program Batch VI	Sharing Knowledge / Knowledge Sharing	16/08/2024	s.d	17/08/2024
Sertifikasi Audit Operasional & Assesmen / Operational Audit & Assessment Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	19/08/2024	s.d	29/08/2024
Dasar-dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	19/08/2024	s.d	29/08/2024
Pelatihan Analisis Kestabilan Lereng Pertambangan / Mining Slope Stability Analysis Training	Peningkatan Pengetahuan / Knowledge Enhancement	26/08/2024	s.d	30/08/2024
Financial Modelling	Sharing Knowledge / Knowledge Sharing	27/08/2024	s.d	28/08/2024
Petugas Proteksi Radiasi / Radiation Protection Officer	Peningkatan Kompetensi Jabatan	27/08/2024	s.d	06/09/2024
Study Banding Ke PT. Semen Padang / Comparative Study to PT. Semen Padang	Sharing Knowledge / Knowledge Sharing	27/08/2024	s.d	29/08/2024
National Anti Fraud Conference 2024	Sharing Knowledge / Knowledge Sharing	05/09/2024	s.d	06/09/2024
Keanekaragaman Hayati / Biodiversity	Sharing Knowledge / Knowledge Sharing	09/09/2024	s.d	11/09/2024
Seminar AI Breakthroughs Unveiled / AI Breakthroughs Unveiled Seminar	Sharing Knowledge / Knowledge Sharing	10/09/2024	s.d	10/09/2024
BIMTEK Pemahaman dan Interpretasi Hasil Laboratorium untuk Penilaian Proper / Technical Guidance on Understanding and Interpretation of Laboratory Results for Proper Assessment	Peningkatan Pengetahuan / Knowledge Enhancement	01/10/2024	s.d	01/10/2024
1000 Manusia Bercerita / 1000 People Telling Stories	Sharing Knowledge / Knowledge Sharing	05/10/2024	s.d	06/10/2024
FGD Pengembangan Kurikulum Bersama Alumni Universitas Sriwijaya dan User / FGD Curriculum Development with Universitas Sriwijaya Alumni and Users	Peningkatan Pengetahuan / Knowledge Enhancement	11/10/2024	s.d	11/10/2024
Sertifikasi Audit Operasional & Assesmen / Operational Audit Certification & Assessment	Peningkatan Kompetensi Jabatan / Job Competency Improvement	14/10/2024	s.d	24/10/2024
Transformasi Industri 4.0 / Industry 4.0 Transformation	Peningkatan Pengetahuan / Knowledge Enhancement	21/10/2024	s.d	23/10/2024
QRMO Training & Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	21/10/2024	s.d	23/10/2024
ISO 9001 : 2015	Sharing Session	22/10/2024	s.d	24/10/2024
Sertifikasi Kompetensi Pengelolaan Limbah B3 / B3 Waste Management Competency Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	24/10/2024	s.d	26/10/2024
Peningkatan pemahaman SMBR dibidang GRC & IC / Increasing SMBR's understanding in the field of GRC & IC	Peningkatan Pengetahuan / Knowledge Enhancement	24/10/2024	s.d	24/10/2024
Narasumber Seminar CSR / Speaker for CSR Seminar	Sharing Knowledge / Knowledge Sharing	02/11/2024	s.d	02/11/2024
Online DIKLAT – Investigasi Kecelakaan Tambang / Online Training – Mining Accident Investigation	Sharing Knowledge / Knowledge Sharing	04/11/2024	s.d	06/11/2024
Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Mentor for SMBR Teaching	Sharing Knowledge / Knowledge Sharing	05/11/2024	s.d	05/11/2024
Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Mentor for SMBR Teaching	Sharing Knowledge / Knowledge Sharing	12/11/2024	s.d	12/11/2024
DIKLAT Manajemen Umum DAPEN & Ujian / DAPEN General Management Training & Exam	Sharing Session	05/11/2024	s.d	09/11/2024
Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Mentor for SMBR Teaching	Sharing Knowledge / Knowledge Sharing	06/11/2024	s.d	06/11/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Perancangan Alat Ukur Faktor Psikososial di Tempat Kerja / Design of Psychosocial Factor Measurement Tools in the Workplace	Sharing Knowledge / Knowledge Sharing	07/11/2024	s.d	07/11/2024
Sosialisasi Program Budaya Resiko / Dissemination of Risk Culture Program	Sharing Session	07/11/2024	s.d	07/11/2024
Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Mentor for SMBR Teaching	Sharing Knowledge / Knowledge Sharing	07/11/2024	s.d	07/11/2024
Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Mentor for SMBR Teaching	Sharing Knowledge / Knowledge Sharing	11/11/2024	s.d	11/11/2024
Online Sertifikasi Pengawas Operasional Madya / Online Certification of Middle Operational Supervisor	Peningkatan Kompetensi Jabatan	11/11/2024	s.d	14/11/2024
Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Mentor for SMBR Teaching	Sharing Knowledge / Knowledge Sharing	12/11/2024	s.d	12/11/2024
Pelatihan Petugas Keamanan Zat Radioaktif / Radioactive Material Safety Officer Training	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	11/11/2024	s.d	15/11/2024
Uji Lisensi / License Test	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	11/11/2024	s.d	15/11/2024
Motivator Yudisium Periode I T.A. 2024/2025 Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Palembang / Motivator for Judicial Examination Period I Academic Year 2024/2025 Faculty of Economics and Business, Universitas Muhammadiyah Palembang	Sharing Session	16/11/2024	s.d	16/11/2024
Qualified Internal Auditor (QIA) Tingkat Manajerial / Qualified Internal Auditor (QIA) Managerial Level	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	18/11/2024	s.d	28/11/2024
Certified Practitioner of Internal Auditor (CPIA)	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	18/11/2024	s.d	29/11/2024
DIKLAT – Analisis Getaran Pada Mesin Berputar (Equivalent Level 1 & 2) Berdasarkan ISO 18436 / TRAINING –Analysis on Rotating Machines Vibration (Equivalent Level 1 & 2) Based on ISO 18436	Sharing Session	18/11/2024	s.d	21/11/2024
DIKLAT Manajemen Risiko DAPEN / Risk Management Pension Fund Training	Sharing Knowledge / Knowledge Sharing	20/11/2024	s.d	21/11/2024
Asset Management System (ISO 55001)	Sharing Session	21/11/2024	s.d	21/11/2024
Audit Internal 1 Akuntansi dan Keuangan (Auditor Muda) / Internal Audit 1 Accounting and Finance (Junior Auditor)	Sharing Knowledge / Knowledge Sharing	25/11/2024	s.d	25/11/2024
DIKLAT Ujian Manajemen Risiko DAPEN / Risk Management Exam Pension Fund Training	Sharing Knowledge / Knowledge Sharing	28/11/2024	s.d	28/11/2024
Seminar " Arbitrase sebagai pilihan terbaik dalam menyelesaikan Sengketa Bisnis" / Seminar "Arbitration as the best choice in resolving Business Disputes"	Sharing Knowledge / Knowledge Sharing	30/11/2024	s.d	30/11/2024
Pelatihan Pengelolaan Analis Pendapatan Tetap (CFIA) / Training of Fixed Income Analyst Management (CFIA)	Peningkatan Pengetahuan / Knowledge Enhancement	02/12/2024	s.d	04/12/2024
Defensive Driving Training (DDT) & Training Of Trainer (TOT)	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	02/12/2024	s.d	06/12/2024
Kegiatan Temu Karya Mutu & Produktifitas Nasional TKMPN XXVIII 2024 / National Quality & Productivity Work Meeting Activity TKMPN XXVIII 2024	Sharing Session	02/12/2024	s.d	06/12/2024
Sertifikasi Qualified Risk Management Professional & Ujian / Qualified Risk Management Professional Certification & Exam	Peningkatan Kompetensi Jabatan / Job Competency Improvement	09/12/2024	s.d	13/12/2024
Sertifikasi Pengelolaan Analis Pendapatan Tetap (CFIA) / Fixed Income Analyst Management Certification (CFIA)	Peningkatan Kompetensi Jabatan / Job Competency Improvement	12/12/2024	s.d	13/12/2024
Instruktur IHT Basic Safety Training / IHT Basic Safety Training Instructor	Penyegaran tentang Safety / Safety Refresher	19/12/2024	s.d	19/12/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Pelatihan Online / Online Training				
Innovation Award 2023	Sharing Knowledge / Knowledge Sharing	04/01/2024	s.d	04/01/2024
Aspek Pidana Hukum Ketenagakerjaan / Criminal Aspects of Labor Law	Sharing Knowledge Tentang Peraturan Terbaru / Knowledge Sharing on the Latest Regulations	13/01/2024	s.d	13/01/2024
Learn & Share Budayakan K3, Sehat dan Selamat Dalam Bekerja, Terjaga Keberlangsungan Usaha / Learn & Share Cultivate OHS, Healthy and Safe at Work, Maintain Business Continuity	Sharing Knowledge / Knowledge Sharing	17/01/2024	s.d	17/01/2024
Pelatihan Kiln Academy Bulan Ke 1 / Kiln Academy Training 1st Month	Peningkatan Pengetahuan / Knowledge Enhancement	22/01/2024	s.d	24/01/2024
Pelatihan Maintenance Academy Minggu Ke 1 / Maintenance Academy Training 1st Week	Peningkatan Pengetahuan / Knowledge Enhancement	29/01/2024	s.d	30/01/2024
Learn and Share Financial Planning #1 Introducing Sharia Wealth Management".	Sharing Knowledge / Knowledge Sharing	30/01/2024	s.d	30/01/2024
Pelatihan Maintenance Academy / Maintenance Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	05/02/2024	s.d	07/02/2024
Sosialisasi BCMS (Business Continuity Management System) / BCMS (Business Continuity Management System) Dissemination	Sharing Knowledge / Knowledge Sharing	20/02/2024	s.d	20/02/2024
Pelatihan Kiln Academy / Kiln Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	20/02/2024	s.d	22/02/2024
Sertifikasi Pengawas Operasional Madya / Middle Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	20/02/2024	s.d	22/02/2024
Learn and Share Financial Planning #2 dengan topik "Menjaga Kesehatan Mental Melalui Pengaturan Keuangan yang Tepat" / Learn and Share Financial Planning #2 with the topic "Maintaining Mental Health Through Proper Financial Management"	Sharing Knowledge / Knowledge Sharing	21/02/2024	s.d	21/02/2024
Pelatihan Maintenance Academy / Maintenance Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	27/02/2024	s.d	29/02/2024
(Online) Pelatihan & Sertifikasi BNSP Awareness Life Cycle Assessment (LCA) / (Online) BNSP Awareness Life Cycle Assessment (LCA) Training & Certification	Peningkatan Kompetensi Jabatan	28/02/2024	s.d	04/03/2024
(Online) Sertifikasi Pengawas Operasional Utama / (Online) Principal Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	08/03/2024	s.d	14/03/2024
(Online) Executive Leadership Workshop	Sharing Session	06/03/2024	s.d	06/03/2024
(Online) Pelatihan Kiln Academy / (Online) Kiln Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	13/03/2024	s.d	15/03/2024
Learn & Share Financial Planning #3 : Cerdas Kelola Utang, Pensiun Tenang / Learn & Share Financial Planning #3: Smartly Manage Debt, Peaceful Retirement	Peningkatan Pengetahuan / Knowledge Enhancement	19/03/2024	s.d	19/03/2024
Learn & Share Project Retrospective Replikasi Inovasi SIG / Learn & Share Project Retrospective SIG Innovation Replication	Sharing Knowledge / Knowledge Sharing	19/03/2024	s.d	19/03/2024
Health Talk : Tetap Sehat Selama Puasa di Bulan Ramadhan / Health Talk: Stay Healthy During Fasting in the Month of Ramadan	Sharing Knowledge / Knowledge Sharing	28/03/2024	s.d	28/03/2024
Project Retrospective Replikasi Inovasi SIG : Tema #2 Electrical / Project Retrospective Innovation Replication SIG : Theme #2 Electrical	Sharing Knowledge / Knowledge Sharing	28/03/2024	s.d	28/03/2024
Learn & Share Sehat : Tetap Sehat Paca Puasa Jangan Lebar setelah Lebaran" / Learn & Share on Healthy: Stay Healthy After Fasting, Don't Get Fat After Eid al-Fitr"	Sharing Knowledge / Knowledge Sharing	04/04/2024	s.d	04/04/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Learn and Share Management System Awareness Series #2 : "Peran dan Manfaat dari Penerapan Sistem Manajemen Mutu, Lingkungan, dan Energi di Perusahaan" / Learn and Share Management System Awareness Series #2: "The Role and Benefits of Implementing Quality, Environmental, and Energy Management Systems in Companies"	Sharing Knowledge / Knowledge Sharing	05/04/2024	s.d	05/04/2024
ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3": "Mechanical & Mining" / ReportaSIG (GIS Innovation Replication Retrospective Project) #3": "Mechanical & Mining"	Sharing Knowledge / Knowledge Sharing	19/04/2024	s.d	19/04/2024
Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Kartini Day Talkshow 2024: Raise the Spirit to Fight Professionally, Great SIG Srikandi!	Sharing Knowledge / Knowledge Sharing	21/04/2024	s.d	21/04/2024
Pelatihan Kiln Academy / Kiln Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	22/04/2024	s.d	22/04/2024
Pelatihan Maintenance Academy (Mechanical) / Maintenance Academy Training (Mechanical)	Peningkatan Pengetahuan / Knowledge Enhancement	23/04/2024	s.d	25/04/2024
Learn & Share Akhlak: Creativity & Innovation for Our Future / Learn & Share Akhlak: Creativity & Innovation for Our Future	Peningkatan Pengetahuan / Knowledge Enhancement	25/04/2024	s.d	25/04/2024
Health Talk SMBR: Mengenal Tuberkulosis / SMBR Health Talk: Getting to Know Tuberculosis	Sharing Knowledge / Knowledge Sharing	26/04/2024	s.d	26/04/2024
Pelatihan Maintenance Academy (Electricall) / Maintenance Academy Training (Electrical)	Peningkatan Pengetahuan / Knowledge Enhancement	29/04/2024	s.d	02/05/2024
Learn and Share - Financial Planning: Trik Investasi Emas Yang Jarang Diketahui / Learn and Share - Financial Planning: Gold Investment Tricks That Are Rarely Known	Sharing Knowledge / Knowledge Sharing	02/05/2024	s.d	02/05/2024
(Online) Pelatihan Maintenance Academy (Mechanical) / (Online) Maintenance Academy Training (Mechanical)	Peningkatan Pengetahuan / Knowledge Enhancement	06/05/2024	s.d	08/05/2024
(Online) Pelatihan Maintenance Academy (Electricall) / (Online) Maintenance Academy Training (Electrical)	Peningkatan Pengetahuan / Knowledge Enhancement	13/05/2024	s.d	15/05/2024
Learn and Share - ReportaSIG: Project Retrospective Replikasi Inovasi SIG – Operational / Learn and Share - ReportaSIG: Project Retrospective Replication of SIG Innovation – Operational	Sharing Knowledge / Knowledge Sharing	15/05/2024	s.d	15/05/2024
Learn and Share: Ngovi Series: Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series: Writing Papers, Why is it Difficult? Let's Discuss It.	Sharing Knowledge / Knowledge Sharing	16/05/2024	s.d	16/05/2024
Hello, Next-Gen HR! Bahas Digitalisasi Rekrutment dan Skill Masa Depan / Hello, Next-Gen HR! Discussing Digitalization of Recruitment and Future Skills	Sharing Knowledge / Knowledge Sharing	16/05/2024	s.d	16/05/2024
(Online) Resertifikasi Ahli K3 Umum / (Online) General OHS Expert Recertification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	20/05/2024	s.d	23/05/2024
(Online) Sertifikasi Tenaga Teknis Ketenagalistrikan / (Online) Electrical Technical Personnel Certification	Peningkatan Kompetensi Jabatan	20/05/2024	s.d	22/05/2024
Learn and Share - SHE Learn & Share: Occupational Health & Industrial Hygiene	Sharing Knowledge / Knowledge Sharing	22/05/2024	s.d	22/05/2024
(Online) Diklat Implementasi SMKP / (Online) SMKP Implementation Training	Sharing Knowledge / Knowledge Sharing	27/05/2024	s.d	01/06/2024
(Online) Sertifikasi Pengawas Operasional Pertama / (Online) Principal Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	27/05/2024	s.d	31/05/2024
Online Course: Brand Strategy Management	Sharing Knowledge / Knowledge Sharing	28/05/2024	s.d	28/05/2024
(Online) Pelatihan Maintenance Academy (Mechanical) / (Online) Maintenance Academy Training (Mechanical)	Peningkatan Pengetahuan / Knowledge Enhancement	28/05/2024	s.d	30/05/2024
Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Sharing Knowledge / Knowledge Sharing	30/05/2024	s.d	30/05/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Health Talk: Kesehatan Gigi dan Mulut / Health Talk: Dental and Oral Health	Sharing Knowledge / Knowledge Sharing	30/05/2024	s.d	30/05/2024
IELTS preparation	Sharing Knowledge / Knowledge Sharing	10/05/2024	s.d	31/05/2024
Webinar Karbon / Carbon Webinar	Sharing Knowledge / Knowledge Sharing	03/06/2024	s.d	03/06/2024
Learn & Share : Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share: Financial Planning - Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	06/06/2024	s.d	06/06/2024
Learn & Share: Kepabeanan / Learn & Share: Customs	Sharing Knowledge / Knowledge Sharing	07/06/2024	s.d	07/06/2024
Online Training Basic Safety Training Batch	Penyegaran tentang Safety / Safety Refresher	10/06/2024	s.d	10/06/2024
Instruktur Online Training Basic Safety Training Batch 9 / Online Training Basic Safety Training Instructor Batch 9	Penyegaran tentang Safety / Safety Refresher	10/06/2024	s.d	10/06/2024
Online Training Basic Safety Training Batch 10	Penyegaran tentang Safety / Safety Refresher	12/06/2024	s.d	12/06/2024
Instruktur Instruktur Online Training Basic Safety Training Batch 10 / Online Training Basic Safety Training Instructor Batch 10	Penyegaran tentang Safety / Safety Refresher	12/06/2024	s.d	12/06/2024
Learn & Share: Project Retrospective Replikasi Inovasi SIG / Learn & Share: Project Retrospective Replication of SIG Innovation	Sharing Knowledge / Knowledge Sharing	12/06/2024	s.d	12/06/2024
Learn & Share : Manjemen Keadaan Darurat / Learn & Share: Emergency Management	Sharing Knowledge / Knowledge Sharing	13/06/2024	s.d	13/06/2024
Learn & Share: Strategi Lepas dari Generasi Sandwich / Learn & Share: Strategy to Escape from the Sandwich Generation	Sharing Knowledge / Knowledge Sharing	14/06/2024	s.d	14/06/2024
Online Training Basic Safety Training Batch 11	Penyegaran tentang Safety / Safety Refresher	20/06/2024	s.d	20/06/2024
Instruktur Online Training Basic Safety Training Batch 11 / Online Training Basic Safety Training Instructor Batch 11	Penyegaran tentang Safety / Safety Refresher	20/06/2024	s.d	20/06/2024
Learn & Share: Cybersecurity	Sharing Knowledge / Knowledge Sharing	20/06/2024	s.d	20/06/2024
Learn & Share: Business Model Innovation	Sharing Knowledge / Knowledge Sharing	21/06/2024	s.d	21/06/2024
Learn & Share: International Maritime Law	Sharing Knowledge / Knowledge Sharing	25/06/2024	s.d	25/06/2024
Permit To Work - Job Safety Analysis	Sharing Knowledge / Knowledge Sharing	26/06/2024	s.d	27/06/2024
Learn & Share: Marketing Management	Peningkatan pengetahuan tentang marketing management / Improvement on marketing management knowledge	26/06/2024	s.d	26/06/2024
Learn & Share: Production Plan & Inventory Control	Sharing Knowledge / Knowledge Sharing	27/06/2024	s.d	27/06/2024
Learn & Share: Basic Logistic Management	Sharing Knowledge / Knowledge Sharing	28/06/2024	s.d	28/06/2024
Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	01/07/2024	s.d	01/07/2024
Instruktur Online Training Basic Safety Training Batch 12 / Online Basic Safety Training Instructor Batch 12	Penyegaran tentang Safety / Safety Refresher	01/07/2024	s.d	01/07/2024
Learn & Share: ReportaSIG - Finance	Sharing Knowledge / Knowledge Sharing	03/07/2024	s.d	03/07/2024
Online Training Basic Safety Training Batch 13	Penyegaran tentang Safety / Safety Refresher	04/07/2024	s.d	04/07/2024
Instruktur Online Training Basic Safety Training Batch 13 / Online Basic Safety Training Instructor Batch 13	Penyegaran tentang Safety / Safety Refresher	04/07/2024	s.d	04/07/2024
Learn & Share: Implementation of Blue Ocean Strategy in Research and Innovation Activities / Learn & Share: Implementation of Blue Ocean Strategy in Research and Innovation Activities	Sharing Knowledge / Knowledge Sharing	10/07/2024	s.d	10/07/2024
Learn & Share: Teknologi Pengelolaan Lingkungan / Learn & Share: Environmental Management Technology	Sharing Knowledge / Knowledge Sharing	10/07/2024	s.d	10/07/2024
Learn & Share: Construction Project Management	Sharing Knowledge / Knowledge Sharing	11/07/2024	s.d	11/07/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Learn & Share: How to visualize your innovation	Sharing Knowledge / Knowledge Sharing	12/07/2024	s.d	12/07/2024
Learn & Share: Implementasi Industri 4.0 di Industri Semen / Learn & Share: Implementation of Industry 4.0 in the Cement Industry	Sharing Knowledge / Knowledge Sharing	16/07/2024	s.d	16/07/2024
Learn & Share: Managing Corporate Communication	Sharing Knowledge / Knowledge Sharing	19/07/2024	s.d	19/07/2024
Performance Management System (PMS)	Sharing Knowledge / Knowledge Sharing	24/07/2024	s.d	24/07/2024
Learn & Share: Psychological Safety	Sharing Knowledge / Knowledge Sharing	24/07/2024	s.d	24/07/2024
Learn & Share: Desain Perkerasan Jalan / Learn & Share: Road Pavement Design	Sharing Knowledge / Knowledge Sharing	25/07/2024	s.d	25/07/2024
Learn & Share: Peraturan Perundangan K3 dan Lingkungan / Learn & Share: OHS and Environmental Legislation	Sharing Knowledge / Knowledge Sharing	26/07/2024	s.d	26/07/2024
International Professional Project Management Certification	Sharing Knowledge / Knowledge Sharing	01/10/2024	s.d	01/10/2024
Learn & Share: Asset Management	Sharing Knowledge / Knowledge Sharing	05/08/2024	s.d	05/08/2024
Learn & Share: Sustainable Development Goals	Sharing Knowledge / Knowledge Sharing	08/08/2024	s.d	08/08/2024
Learn & Share: Brand Equity Management	Sharing Knowledge / Knowledge Sharing	14/08/2024	s.d	14/08/2024
Learn & Share: Fit to Work: Manajemen Resiko Fatigue / Learn & Share: Fit to Work: Fatigue Risk Management	Sharing Knowledge / Knowledge Sharing	16/08/2024	s.d	16/08/2024
Learn & Share: Healthy Lifestyle	Sharing Knowledge / Knowledge Sharing	21/08/2024	s.d	21/08/2024
Learn & Share: Transportation Management System	Sharing Knowledge / Knowledge Sharing	22/08/2024	s.d	22/08/2024
Sistem Otomasi Industri / Industrial Automation Systems	Peningkatan Pengetahuan Tentang Otomasi Industri / Improvement on Industrial Automation Knowledge	19/09/2024	s.d	19/09/2024
Awarding SIG Innovation Award 2024	Sharing Knowledge / Knowledge Sharing	25/09/2024	s.d	25/09/2024
Online Course "Sales Operation Excellence"	Sharing Knowledge / Knowledge Sharing	09/10/2024	s.d	09/10/2024
Online Course "Strategic Supply Chain Management"	Sharing Knowledge / Knowledge Sharing	16/10/2024	s.d	16/10/2024
Learn and Share "Communication and Presentation Skills"	Sharing Knowledge / Knowledge Sharing	18/10/2024	s.d	18/10/2024
Online Course "Commercial Negotiation"	Sharing Knowledge / Knowledge Sharing	23/10/2024	s.d	23/10/2024
Resertifikasi Kompetensi Pengelolaan Limbah B3 / Recertification of B3 Waste Management Competency	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	06/11/2024	s.d	07/11/2024
Online Course "IT Business Analysis and Development"	Sharing Knowledge / Knowledge Sharing	15/11/2024	s.d	15/11/2024
SELARAS #5 : "Implementasi CLSR #18 : Bahaya Radiasi / SELARAS #5: "Implementation of CLSR #18: Radiation Hazards	Sharing Knowledge / Knowledge Sharing	19/11/2024	s.d	19/11/2024
Learn and Share I2RI "Optimalisasi Penciptaan Nilai (Value Creation) Melalui Aktivitas Riset dan Inovasi Terapan sesuai Kebutuhan Pelanggan / Learn and Share I2RI "Optimizing Value Creation Through Applied Research and Innovation Activities According to Customer Needs	Sharing Knowledge / Knowledge Sharing	20/11/2024	s.d	20/11/2024
Sertifikasi Qualified Risk Management Analyst & Ujian Sertifikasi / Qualified Risk Management Analyst Certification & Certification Exam	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	02/12/2024	s.d	04/12/2024
Sertifikasi Qualified Risk Management Professional & Ujian / Qualified Risk Management Professional Certification & Exam	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	02/12/2024	s.d	04/12/2024
Pelatihan dan Sertifikasi Ahli K3 Umum / General OHS Expert Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	02/12/2024	s.d	14/12/2024
Online Course "Export Import"	Sharing Knowledge / Knowledge Sharing	03/12/2024	s.d	03/12/2024
Online Course "Leading Business into the Future"	Sharing Knowledge / Knowledge Sharing	05/12/2024	s.d	05/12/2024

Sumber Daya Manusia (SDM)
Human Capital (HC)

Program	Tujuan / *Objective*	Waktu Pelaksanaan / *Period*		
Bimbingan Teknis Terkait Gratifikasi dan Korupsi / Technical Guidance Regarding Gratuity and Corruption	Sharing Knowledge tentang Pemahaman Gratifikasi / Sharing Knowledge on Understanding Gratuity	09/12/2024	s.d	11/12/2024
SELARAS #6: "CLSR.20 Penerapan Pelaporan dan Investigasi Insiden di SBI" / SELARAS #6: "CLSR.20 Implementation of Incident Reporting and Investigation at SBI"	Sharing Knowledge / Knowledge Sharing	12/12/2024	s.d	12/12/2024
Online Course "Marketing Mix Strategy"	Sharing Knowledge / Knowledge Sharing	17/12/2024	s.d	17/12/2024
Online Course "Port Performance, HSE & Risk Management"	Sharing Knowledge / Knowledge Sharing	18/12/2024	s.d	18/12/2024
Healthy Talk: "Take Care of Your Mental Health & Be Happy"	Sharing Knowledge / Knowledge Sharing	20/12/2024	s.d	20/12/2024
Dialog Interaktif dengan tema "Memaknai Sejarah Hari Ibu, Menuju Perempuan Indonesia Berdaya" / Interactive Dialogue with the theme "Meaning the History of Mother's Day, Towards Empowered Indonesian Women"	Sharing Knowledge / Knowledge Sharing	24/12/2024	s.d	24/12/2024
Leader's Talk AKHLAK dengan tema "Green Leader" / Leader's Talk AKHLAK with the theme "Green Leader"	Peningkatan Soft Skill / Soft Skill Improvement	24/12/2024	s.d	24/12/2024

Pengembangan Kompetensi Karyawan Berdasarkan Level Organisasi/Jabatan Tahun 2024

Informasi program pengembangan kompetensi terhadap karyawan dari level *Vice President* hingga *Non-Staff*, yang dilakukan Perusahaan di sepanjang tahun 2024 adalah sebagai berikut:

Employee Competency Development Based on Organizational Level/Position in 2024

Information on competency development programs for employees from Vice President to Non-Staff levels, carried out by the Company throughout 2024 is as follows:

Vice President | **Vice President**

No	Jabatan / Position	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
1	Vice President	In House Training	(IHT Site Palembang) Basic Safety Training - Batch 1	Penyegaran tentang Safety / Safety Refresher	12,5
2	Vice President	In House Training	IHT Basic Safety Training Batch 3 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	6,25
3	Vice President	In House Training	IHT Basic Safety Training Batch 3 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	25
4	Vice President	In House Training	IHT Basic Safety Training Batch 4 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	6,25
5	Vice President	In House Training	Juri SMBR Innovation Awards 2024 / 2024 SMBR Innovation Awards jury	Sharing Knowledge / Knowledge Sharing	25
6	Vice President	In House Training	Instruktur In House Training Weigher Hasler / In-House Training Instructor Weigher Hasler	Sharing Session	6,25
7	Vice President	In House Training	Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Procurement Procedures for Goods and Services	Peningkatan Pengetahuan / Knowledge Enhancement	37,5
8	Vice President	In House Training	Sosialisasi Asuransi Aset Tetap / Dissemination of Fixed Asset Insurance	Sharing Knowledge / Knowledge Sharing	25
9	Vice President	Pelatihan External / External Training	CHRO Masterclass : Pelatihan Innovation Workplce : Work Less Produce More / CHRO Masterclass: Innovation Workplace Training: Work Less Produce More	Peningkatan Pengetahuan / Knowledge Enhancement	6,67

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / Position	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
10	Vice President	Pelatihan External / External Training	Classroom Learning Sesi Leading People & Organization SLDP "Becoming Exemplary Leader in Excellernt Execution" / Classroom Learning Session Leading People & Organization SLDP "Becoming Exemplary Leader in Excellent Execution"	Peningkatan Pengetahuan / Knowledge Enhancement	6,67
11	Vice President	Pelatihan External / External Training	EnviroTech	Sharing Session	6,67
12	Vice President	Pelatihan External / External Training	Rekonsiliasi Produksi dan Penjualan Mineral bukan Logam, Mineral Bukan Logam Jenis tertentu dan Bebatuan / Reconciliation of Production and Sales of Non-Metallic Minerals, Certain Types of Non-Metallic Minerals and Rocks	Sharing Knowledge / Knowledge Sharing	6,67
13	Vice President	Pelatihan External / External Training	Pelatihan Penyusunan Rencana Bisnis Tahunan Dana Pensiun / Training on Preparation of Annual Business Plans for Pension Funds	Peningkatan Pengetahuan / Knowledge Enhancement	6,67
14	Vice President	Pelatihan External / External Training	National Anti Fraud Conference 2024	Sharing Knowledge / Knowledge Sharing	6,67
15	Vice President	Pelatihan External / External Training	FGD Pengembangan Kurikulum Bersama Alumni Universitas Sriwijaya dan User / FGD on Curriculum Development with Alumni of Sriwijaya University and Users	Peningkatan Pengetahuan / Knowledge Enhancement	6,67
16	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	26,67
17	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	6,67
18	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Sharing Session	6,67
19	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	6,67
20	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Sharing Session	20,00
21	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	20,00
22	Vice President	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentors at SMBR Teaching	Peningkatan Kompetensi Jabatan / Job Competency Improvement	6,67
23	Vice President	Pelatihan External / External Training	Motivator Yudisium Periode I T.A. 2024/2025 Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Palembang / Motivator for the First Period of Graduation for the 2024/2025 Academic Year, Faculty of Economics and Business, University of Muhammadiyah Palembang	Kebutuhan Kompetensi Jabatan / Job Competency Needs	6,67
24	Vice President	Pelatihan External / External Training	Qualified Internal Auditor (QIA) Tingkat Manajerial / Qualified Internal Auditor (QIA) Managerial Level	Sharing Session	6,67
25	Vice President	Pelatihan Online / Online Training	Innovation Award 2023	Sharing Knowledge / Knowledge Sharing	13,33
26	Vice President	Pelatihan Online / Online Training	Learn &Share Budayakan K3, Sehat dan Selamat Dalam Bekerja, Terjaga Keberlangsungan Usaha / Learn & Share Cultivate OHS, Healthy and Safe at Work Maintain Business Continuity	Sharing Knowledge / Knowledge Sharing	26,67

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / Position	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
27	Vice President	Pelatihan Online / Online Training	Learn and Share Financial Planning #1 Introducing Sharia Wealth Management". / Learn and Share Financial Planning #1 Introducing Sharia Wealth Management".	Sharing Knowledge / Knowledge Sharing	40,00
28	Vice President	Pelatihan Online / Online Training	Sosialisasi BCMS (Business Continuity Management System) / Dissemination of BCMS (Business Continuity Management System)	Sharing Knowledge / Knowledge Sharing	6,67
29	Vice President	Pelatihan Online / Online Training	Learn and Share Financial Planning #2 dengan topik "Menjaga Kesehatan Mental Melalui Pengaturan Keuangan yang Tepat" / Learn and Share Financial Planning #2 with the topic "Maintaining Mental Health Through Proper Financial Management"	Sharing Knowledge / Knowledge Sharing	20,00
30	Vice President	Pelatihan Online / Online Training	(Online) Executive Leadership Workshop	Sharing Session	106,67
31	Vice President	Pelatihan Online / Online Training	Learn & Share Financial Planning #3 : Cerdas Kelola Utang, Pensiun Tenang / Learn & Share Financial Planning #3: Smart Debt Management, Peaceful Retirement	Peningkatan Pengetahuan / Knowledge Enhancement	26,67
32	Vice President	Pelatihan Online / Online Training	Learn & Share Project Retrospective Replikasi Inovasi SIG / Learn & Share Project Retrospective SIG Innovation Replication	Sharing Knowledge / Knowledge Sharing	20,00
33	Vice President	Pelatihan Online / Online Training	Health Talk : Tetap Sehat Selama Puasa di Bulan Ramadhan / Health Talk: Stay Healthy During Fasting in the Month of Ramadan	Sharing Knowledge / Knowledge Sharing	6,67
34	Vice President	Pelatihan Online / Online Training	Project Retrospective Replikasi Inovasi SIG : Tema #2 Electrical / Project Retrospective SIG Innovation Replication: Theme #2 Electrical	Sharing Knowledge / Knowledge Sharing	6,67
35	Vice President	Pelatihan Online / Online Training	Learn and Share Management System Awareness Series #2 : "Peran dan Manfaat dari Penerapan Sistem Manajemen Mutu, Lingkungan, dan Energi di Perusahaan" / Learn and Share Management System Awareness Series #2: "The Role and Benefits of Implementing Quality, Environmental, and Energy Management Systems in Companies"	Sharing Knowledge / Knowledge Sharing	6,67
36	Vice President	Pelatihan Online / Online Training	ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3" : "Mechanical & Mining" / ReportaSIG (Project Retrospective Replication of SIG Innovation) #3" : "Mechanical & Mining"	Sharing Knowledge / Knowledge Sharing	13,33
37	Vice President	Pelatihan Online / Online Training	Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Kartini Day Talkshow 2024: Raise the Spirit to Fight Professionally, Great SIG Srikandi!	Sharing Knowledge / Knowledge Sharing	6,67
38	Vice President	Pelatihan Online / Online Training	Learn and Share - Financial Planning : Trik Investasi Emas Yang Jarang Diketahui / Learn and Share - Financial Planning : Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	6,67
39	Vice President	Pelatihan Online / Online Training	Learn and Share : Ngovi Series : Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series : Writing Papers, Why is it Difficult? Let's Discuss It.	Sharing Knowledge / Knowledge Sharing	6,67
40	Vice President	Pelatihan Online / Online Training	Online Course : Brand Strategy Management	Sharing Knowledge / Knowledge Sharing	6,67
41	Vice President	Pelatihan Online / Online Training	Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Sharing Knowledge / Knowledge Sharing	13,33
42	Vice President	Pelatihan Online / Online Training	Learn & Share : Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share : Financial Planning - Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	13,33

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / Position	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
43	Vice President	Pelatihan Online / Online Training	Learn & Share : Kepabeanan / Learn & Share : Customs	Sharing Knowledge / Knowledge Sharing	13,33
44	Vice President	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 9	Penyegaran tentang Safety / Safety Refresher	13,33
45	Vice President	Pelatihan Online / Online Training	Learn & Share : Business Model Innovation	Sharing Knowledge / Knowledge Sharing	6,67
46	Vice President	Pelatihan Online / Online Training	Learn & Share : Production Plan & Inventory Control	Sharing Knowledge / Knowledge Sharing	6,67
47	Vice President	Pelatihan Online / Online Training	Learn & Share : Basic Logistic Management	Sharing Knowledge / Knowledge Sharing	6,67
48	Vice President	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	6,67
49	Vice President	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 13	Penyegaran tentang Safety / Safety Refresher	13,33
50	Vice President	Pelatihan Online / Online Training	Learn & Share : Implementation of Blue Ocean Strategy in Research and Innovation Activities	Sharing Knowledge / Knowledge Sharing	6,67
51	Vice President	Pelatihan Online / Online Training	Learn & Share : Teknologi Pengelolaan Lingkungan / Learn & Share : Environmental Management Technology	Sharing Knowledge / Knowledge Sharing	6,67
52	Vice President	Pelatihan Online / Online Training	Learn & Share : Implementasi Industri 4.0 di Industri Semen / Learn & Share : Implementation of Industry 4.0 in the Cement Industry	Sharing Knowledge / Knowledge Sharing	26,67
53	Vice President	Pelatihan Online / Online Training	Learn & Share : Managing Corporate Communication	Sharing Knowledge / Knowledge Sharing	13,33
54	Vice President	Pelatihan Online / Online Training	Learn & Share : Desain Perkerasan Jalan / Learn & Share : Road Pavement Design	Sharing Knowledge / Knowledge Sharing	6,67
55	Vice President	Pelatihan Online / Online Training	Learn & Share : Peraturan Perundangan K3 dan Lingkungan / Learn & Share : OHS and Environmental Regulations	Sharing Knowledge / Knowledge Sharing	6,67
56	Vice President	Pelatihan Online / Online Training	Learn & Share : Sustainable Development Goals	Sharing Knowledge / Knowledge Sharing	13,33
57	Vice President	Pelatihan Online / Online Training	Learn & Share : Brand Equity Management	Sharing Knowledge / Knowledge Sharing	13,33
58	Vice President	Pelatihan Online / Online Training	Learn & Share : Fit to Work : Manajemen Resiko Fatigue / Learn & Share : Fit to Work : Fatigue Risk Management	Sharing Knowledge / Knowledge Sharing	6,67
59	Vice President	Pelatihan Online / Online Training	Learn & Share: Transportation Management System / Learn & Share: Transportation Management System	Sharing Knowledge / Knowledge Sharing	6,67
60	Vice President	Pelatihan Online / Online Training	Sistem Otomasi Industri / Industrial Automation System	Peningkatan Pengetahuan Tentang Otomasi Industri / Improvement of Industrial Automation Knowledge	6,67
61	Vice President	Pelatihan Online / Online Training	Awarding SIG Innovation Award 2024	Sharing Knowledge / Knowledge Sharing	13,33
62	Vice President	Pelatihan Online / Online Training	Online Course "Strategic Supply Chain Management"	Sharing Knowledge / Knowledge Sharing	13,33
63	Vice President	Pelatihan Online / Online Training	Online Course "Commercial Negotiation"	Sharing Knowledge / Knowledge Sharing	6,67
64	Vice President	Pelatihan Online / Online Training	Dialog Interaktif dengan tema "Memaknai Sejarah Hari Ibu, Menuju Perempuan Indonesia Berdaya" / Interactive Dialogue with the theme "Meaning the History of Mother's Day, Towards Empowered Indonesian Women"	Sharing Knowledge / Knowledge Sharing	6,67
65	Vice President	Pelatihan Online / Online Training	Leader's Talk AKHLAK dengan tema "Green Leader" / Leader's Talk AKHLAK with the theme "Green Leader"	Sharing Knowledge / Knowledge Sharing	6,67

Sumber Daya Manusia (SDM)

Human Capital (HC)

Senior Manager Senior Manager

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
1	Senior Manager	In House Training	Instruktur Training Pentaho Extract Transform Load (ETL) / Pentaho Extract Transform Load (ETL) Training Instructor	Sharing session tentang pengelolaan data dalam bisnis dan laporan / Sharing session on data management in business and reporting	1,59
2	Senior Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / SMBR Safety Observation Tour Dissemination Instructor	Penyegaran tentang Safety / Safety Refresher	1,59
3	Senior Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / SMBR Safety Observation Tour Dissemination Instructor	Penyegaran tentang Safety / Safety Refresher	1,59
4	Senior Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / SMBR Safety Observation Tour Dissemination Instructor	Penyegaran tentang Safety / Safety Refresher	1,59
5	Senior Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Pemasaran Building) / Dissemination of Safety Observation Tour SMBR (Building Marketing Team)	Penyegaran tentang Safety / Safety Refresher	1,59
6	Senior Manager	In House Training	In House Training K3 Operator Hoist Crane (Awareness) / In House Training K3 Hoist Crane Operators (Awareness)	Sharing Knowledge / Knowledge Sharing	6,35
7	Senior Manager	In House Training	IHT Basic Safety Training Batch 1 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	1,59
8	Senior Manager	In House Training	IHT Basic Safety Training Batch 1 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	7,94
9	Senior Manager	In House Training	IHT Basic Safety Training Batch 2 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	7,94
10	Senior Manager	In House Training	(IHT Site Palembang) Basic Safety Training - Batch 2	Penyegaran tentang Safety / Safety Refresher	9,52
11	Senior Manager	In House Training	IHT Basic Safety Training Batch 3 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	7,94
12	Senior Manager	In House Training	IHT Basic Safety Training Batch 3 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	7,94
13	Senior Manager	In House Training	IHT Basic Safety Training Batch 4 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	4,76
14	Senior Manager	In House Training	IHT Basic Safety Training Batch 5 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	1,59
15	Senior Manager	In House Training	Juri SMBR Innovation Awards 2024 / 2024 SMBR Innovation Awards Jury	Sharing Knowledge / Knowledge Sharing	4,76
16	Senior Manager	In House Training	In House Training SAP Modul PM / In House Training SAP PM Module	Peningkatan Keahlian SAP / SAP Skill Enhancement	3,17
17	Senior Manager	In House Training	In House Training Refreshment ISO 14001	Sharing Session	3,17
18	Senior Manager	In House Training	Instruktur In House Training Electrostatic Precipitator / In House Training Instructor Electrostatic Precipitator	Sharing Session	1,59
19	Senior Manager	In House Training	Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Procurement Procedures for Goods and Services	Peningkatan Pengetahuan / Knowledge Enhancement	44,44
20	Senior Manager	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive) / In House Training Instructor Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive)	Sharing Session	1,59
21	Senior Manager	In House Training	Instruktur In House Training Penyusunan RKAP via SAP / In House Training Instructor Preparation of RKAP via SAP	Sharing Session	1,59

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
22	Senior Manager	In House Training	Sosialisasi Asuransi Aset Tetap / Dissemination of Fixed Asset Insurance	Sharing Knowledge / Knowledge Sharing	20,63
23	Senior Manager	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System) / In House Training Instructor Unit Of Electrical, Instrument & Control Maintenance (Basic PLC & DCS System)	Sharing Session	1,59
24	Senior Manager	In House Training	Production Excellent Academy	Sharing Session	4,76
25	Senior Manager	In House Training	Instruktur Production Excellent Academy / Production Excellent Academy Instructor	Sharing Knowledge / Knowledge Sharing	4,76
26	Senior Manager	Pelatihan External / External Training	CHRO Masterclass: Pelatihan Innovation Workplce : Work Less Produce More / CHRO Masterclass: Innovation Workplace Training: Work Less Produce More	Peningkatan Pengetahuan / Knowledge Enhancement	1,59
27	Senior Manager	Pelatihan External / External Training	Secondment Program OVH (OVH Koordinator) / Secondment Program OVH (OVH Coordinator)	Sharing Knowledge / Knowledge Sharing	1,59
28	Senior Manager	Pelatihan External / External Training	Sudut Pandang Hukum Ketenagakerjaan Atas Aksi Korporasi Perusahaan Serta Dampaknya Terhadap Masa Depan Karyawan / Labor Law Perspective on Corporate Actions and Their Impact on the Future of Employees	Peningkatan Pengetahuan / Knowledge Enhancement	1,59
29	Senior Manager	Pelatihan External / External Training	MUDP & Sertifikasi Manajemen Umum Dana Pensiun (MUDP) / MUDP & Pension Fund General Management Certification (MUDP)	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	1,59
30	Senior Manager	Pelatihan External / External Training	Pembicara Pembekalan Alumni UNSRI Fakultas Hukum / Speaker for UNSRI Alumni Briefing Faculty of Law	Sharing Knowledge / Knowledge Sharing	1,59
31	Senior Manager	Pelatihan External / External Training	Dasar - Dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	1,59
32	Senior Manager	Pelatihan External / External Training	Manajemen Investasi Dana Pensiun / Pension Fund Investment Management	Sharing Session	1,59
33	Senior Manager	Pelatihan External / External Training	Program Relawan Bakti BUMN Batch VI / BUMN Volunteer Program Batch VI	Sharing Knowledge / Knowledge Sharing	1,59
34	Senior Manager	Pelatihan External / External Training	Financial Modelling	Sharing Knowledge / Knowledge Sharing	1,59
35	Senior Manager	Pelatihan External / External Training	Study Banding Ke PT. Semen Padang / Comparative Study to PT. Semen Padang	Sharing Knowledge / Knowledge Sharing	1,59
36	Senior Manager	Pelatihan External / External Training	Seminar AI Breakthroughs Unveiled / AI Breakthroughs Unveiled Seminar	Sharing Knowledge / Knowledge Sharing	1,59
37	Senior Manager	Pelatihan External / External Training	Transformasi Industri 4.0 / Industrial 4.0 Transformation	Peningkatan Pengetahuan / Knowledge Enhancement	1,59
38	Senior Manager	Pelatihan External / External Training	Peningkatan pemahaman SMBR dibidang GRC & IC / Increasing SMBR's understanding in the field of GRC & IC	Peningkatan Pengetahuan / Knowledge Enhancement	3,17
39	Senior Manager	Pelatihan External / External Training	Narasumber Seminar CSR / Speaker for CSR Seminar	Sharing Knowledge / Knowledge Sharing	1,59
40	Senior Manager	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	3,17
41	Senior Manager	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Sharing Session	3,17
42	Senior Manager	Pelatihan External / External Training	Sosialisasi Program Budaya Resiko / Dissemination of Risk Culture Program	Sharing Knowledge / Knowledge Sharing	1,59
43	Senior Manager	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Peningkatan Kompetensi Jabatan / Job Competency Improvement	1,59

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
44	Senior Manager	Pelatihan External / External Training	Certified Practitioner of Internal Auditor (CPIA)	Kebutuhan Kompetensi Jabatan / Job Competency Needs	3,17
45	Senior Manager	Pelatihan External / External Training	Asset Management System (ISO 55001)	Sharing Knowledge / Knowledge Sharing	1,59
46	Senior Manager	Pelatihan External / External Training	Pelatihan Pengelolaan Analis Pendapatan Tetap (CFIA) / Fixed Income Analyst Management Training (CFIA)	Sharing Knowledge / Knowledge Sharing	1,59
47	Senior Manager	Pelatihan External / External Training	Kegiatan Temu Karya Mutu & Produktifitas Nasional TKMPN XXVIII 2024 / National Quality & Productivity Work Meeting Activity TKMPN XXVIII 2024	Kebutuhan Kompetensi Jabatan / Job Competency Needs	1,59
48	Senior Manager	Pelatihan Online / Online Training	Innovation Award 2023	Sharing Knowledge / Knowledge Sharing	19,05
49	Senior Manager	Pelatihan Online / Online Training	Learn &Share Budayakan K3, Sehat dan Selamat Dalam Bekerja, Terjaga Keberlangsungan Usaha / Learn & Share Cultivate OHS, Healthy and Safe at Work, Maintain Business Continuity	Sharing Knowledge / Knowledge Sharing	11,11
50	Senior Manager	Pelatihan Online / Online Training	Learn and Share Financial Planning #1 Introducing Sharia Wealth Management".	Sharing Knowledge / Knowledge Sharing	9,52
51	Senior Manager	Pelatihan Online / Online Training	Sosialisasi BCMS (Business Continuity Management System) / Dissemination of BCMS (Business Continuity Management System)	Sharing Knowledge / Knowledge Sharing	7,94
52	Senior Manager	Pelatihan Online / Online Training	Learn and Share Financial Planning #2 dengan topik "Menjaga Kesehatan Mental Melalui Pengaturan Keuangan yang Tepat" / Learn and Share Financial Planning #2 with the topic "Maintaining Mental Health Through Proper Financial Management"	Sharing Knowledge / Knowledge Sharing	17,46
53	Senior Manager	Pelatihan Online / Online Training	Learn & Share Financial Planning #3 : Cerdas Kelola Utang, Pensiun Tenang / Learn & Share Financial Planning #3: Smart Debt Management, Peaceful Retirement	Peningkatan Pengetahuan / Knowledge Enhancement	20,63
54	Senior Manager	Pelatihan Online / Online Training	Learn & Share Project Retrospective Replikasi Inovasi SIG / Learn & Share Project Retrospective Replication of SIG Innovation	Sharing Knowledge / Knowledge Sharing	7,94
55	Senior Manager	Pelatihan Online / Online Training	Project Retrospective Replikasi Inovasi SIG : Tema #2 Electrical / Project Retrospective Replication of SIG Innovation: Theme #2 Electrical	Sharing Knowledge / Knowledge Sharing	4,76
56	Senior Manager	Pelatihan Online / Online Training	Learn and Share Management System Awareness Series #2 : "Peran dan Manfaat dari Penerapan Sistem Manajemen Mutu, Lingkungan, dan Energi di Perusahaan" / Learn and Share Management System Awareness Series #2: "The Role and Benefits of Implementing Quality, Environmental, and Energy Management Systems in Companies"	Sharing Knowledge / Knowledge Sharing	6,35
57	Senior Manager	Pelatihan Online / Online Training	ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3" : "Mechanical & Mining" / ReportaSIG (Project Retrospective Replication of SIG Innovation) #3": "Mechanical & Mining"	Sharing Knowledge / Knowledge Sharing	7,94
58	Senior Manager	Pelatihan Online / Online Training	Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Kartini Day Talkshow 2024: Raise the Spirit to Fight Professionally, Srikandi SIG is Great!	Sharing Knowledge / Knowledge Sharing	3,17
59	Senior Manager	Pelatihan Online / Online Training	Learn & Share Akhlak : Creativity & Innovation for Our Future	Peningkatan Pengetahuan / Knowledge Enhancement	6,35
60	Senior Manager	Pelatihan Online / Online Training	Health Talk SMBR : Mengenal Tuberkulosis / Health Talk SMBR: Getting to Know Tuberculosis	Sharing Knowledge / Knowledge Sharing	3,17

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
61	Senior Manager	Pelatihan Online / Online Training	Learn and Share - Financial Planning : Trik Investasi Emas Yang Jarang Diketahui / Learn and Share - Financial Planning: Gold Investment Tricks That Are Rarely Known	Sharing Knowledge / Knowledge Sharing	6,35
62	Senior Manager	Pelatihan Online / Online Training	Learn and Share - ReportaSIG : Project Retrospective Replikasi Inovasi SIG – Operational / Learn and Share - ReportaSIG: Project Retrospective Replication of SIG Innovation – Operational	Sharing Knowledge / Knowledge Sharing	6,35
63	Senior Manager	Pelatihan Online / Online Training	Learn and Share : Ngovi Series : Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series: Writing Papers, Why is it Difficult? Let's Discuss It.	Sharing Knowledge / Knowledge Sharing	1,59
64	Senior Manager	Pelatihan Online / Online Training	Learn and Share - SHE Learn & Share : Occupational Health & Industrial Hygiene / Learn and Share - SHE Learn & Share: Occupational Health & Industrial Hygiene	Sharing Knowledge / Knowledge Sharing	4,76
65	Senior Manager	Pelatihan Online / Online Training	(Online) Diklat Implementasi SMKP / (Online) SMKP Implementation Training	Sharing Knowledge / Knowledge Sharing	1,59
66	Senior Manager	Pelatihan Online / Online Training	Online Course : Brand Strategy Management / Online Course: Brand Strategy Management	Sharing Knowledge / Knowledge Sharing	4,76
67	Senior Manager	Pelatihan Online / Online Training	Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Sharing Knowledge / Knowledge Sharing	9,52
68	Senior Manager	Pelatihan Online / Online Training	IELTS preparation	Sharing Knowledge / Knowledge Sharing	1,59
69	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share: Financial Planning - Gold Investment Tricks That Are Rarely Known	Sharing Knowledge / Knowledge Sharing	4,76
70	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Kepabeanan / Learn & Share: Customs	Sharing Knowledge / Knowledge Sharing	11,11
71	Senior Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 9	Penyegaran tentang Safety / Safety Refresher	17,46
72	Senior Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 10	Penyegaran tentang Safety / Safety Refresher	1,59
73	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Project Retrospective Replikasi Inovasi SIG / Learn & Share: Project Retrospective Replication of SIG Innovation	Sharing Knowledge / Knowledge Sharing	4,76
74	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Manjemen Keadaan Darurat / Learn & Share: Emergency Management	Sharing Knowledge / Knowledge Sharing	1,59
75	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Strategi Lepas dari Generasi Sandwich / Learn & Share: Strategy to Escape from the Sandwich Generation	Sharing Knowledge / Knowledge Sharing	4,76
76	Senior Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 11	Penyegaran tentang Safety / Safety Refresher	6,35
77	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Cybersecurity	Sharing Knowledge / Knowledge Sharing	9,52
78	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Business Model Innovation	Sharing Knowledge / Knowledge Sharing	3,17
79	Senior Manager	Pelatihan Online / Online Training	Learn & Share : International Maritime Law	Sharing Knowledge / Knowledge Sharing	4,76
80	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Marketing Management	Peningkatan pengetahuan tentang marketing management / Improvement of marketing management knowledge	7,94
81	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Production Plan & Inventory Control	Sharing Knowledge / Knowledge Sharing	6,35

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
82	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Basic Logistic Management	Sharing Knowledge / Knowledge Sharing	7,94
83	Senior Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	4,76
84	Senior Manager	Pelatihan Online / Online Training	Learn & Share : ReportaSIG - Finance	Sharing Knowledge / Knowledge Sharing	1,59
85	Senior Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 13	Penyegaran tentang Safety / Safety Refresher	6,35
86	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Implementation of Blue Ocean Strategy in Research and Innovation Activities	Sharing Knowledge / Knowledge Sharing	7,94
87	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Teknologi Pengelolaan Lingkungan / Learn & Share: Environmental Management Technology	Sharing Knowledge / Knowledge Sharing	6,35
88	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Construction Project Management	Sharing Knowledge / Knowledge Sharing	4,76
89	Senior Manager	Pelatihan Online / Online Training	Learn & Share : How to visualize your innovation	Sharing Knowledge / Knowledge Sharing	3,17
90	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Implementasi Industri 4.0 di Industri Semen / Learn & Share: Implementation of Industry 4.0 in the Cement Industry	Sharing Knowledge / Knowledge Sharing	4,76
91	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Managing Corporate Communication	Sharing Knowledge / Knowledge Sharing	1,59
92	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Desain Perkerasan Jalan / Learn & Share: Road Pavement Design	Sharing Knowledge / Knowledge Sharing	7,94
93	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Peraturan Perundangan K3 dan Lingkungan / Learn & Share: OHS and Environmental Regulations	Sharing Knowledge / Knowledge Sharing	3,17
94	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Asset Management	Sharing Knowledge / Knowledge Sharing	14,29
95	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Sustainable Development Goals	Sharing Knowledge / Knowledge Sharing	7,94
96	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Brand Equity Management	Sharing Knowledge / Knowledge Sharing	6,35
97	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Fit to Work : Manajemen Resiko Fatigue / Learn & Share: Fit to Work : Fatigue Risk Management	Sharing Knowledge / Knowledge Sharing	3,17
98	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Healthy Lifestyle	Sharing Knowledge / Knowledge Sharing	4,76
99	Senior Manager	Pelatihan Online / Online Training	Learn & Share : Transportation Management System / Learn & Share: Transportation Management System	Sharing Knowledge / Knowledge Sharing	7,94
100	Senior Manager	Pelatihan Online / Online Training	Sistem Otomasi Industri / Industrial Automation System	Peningkatan Pengetahuan Tentang Otomasi Industri / Improvement of Industrial Automation Knowledge	6,35
101	Senior Manager	Pelatihan Online / Online Training	Awarding SIG Innovation Award 2024	Sharing Knowledge / Knowledge Sharing	11,11
102	Senior Manager	Pelatihan Online / Online Training	Online Course "Sales Operation Excellence"	Sharing Knowledge / Knowledge Sharing	9,52
103	Senior Manager	Pelatihan Online / Online Training	Online Course "Strategic Supply Chain Management"	Sharing Knowledge / Knowledge Sharing	6,35
104	Senior Manager	Pelatihan Online / Online Training	Learn and Share "Communication and Presentation Skills"	Sharing Knowledge / Knowledge Sharing	4,76
105	Senior Manager	Pelatihan Online / Online Training	Online Course "Commercial Negotiation"	Sharing Knowledge / Knowledge Sharing	7,94

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
106	Senior Manager	Pelatihan Online / Online Training	Online Course "Draught Survey (PBM)"	Sharing Knowledge / Knowledge Sharing	9,52
107	Senior Manager	Pelatihan Online / Online Training	Learn and Share I2RI "Optimalisasi Penciptaan Nilai (Value Creation) Melalui Aktivitas Riset dan Inovasi Terapan sesuai Kebutuhan Pelanggan / Learn and Share I2RI "Optimizing Value Creation Through Applied Research and Innovation Activities According to Customer Needs	Sharing Knowledge / Knowledge Sharing	3,17
108	Senior Manager	Pelatihan Online / Online Training	Online Course "Export Import"	Sharing Knowledge / Knowledge Sharing	4,76
109	Senior Manager	Pelatihan Online / Online Training	Online Course "Leading Business into the Future"	Sharing Knowledge / Knowledge Sharing	1,59
110	Senior Manager	Pelatihan Online / Online Training	Bimbingan Teknis Terkait Gratifikasi dan Korupsi / Technical Guidance on Gratuity and Corruption	Sharing Knowledge tentang Pemahaman Gratifikasi	1,59
111	Senior Manager	Pelatihan Online / Online Training	Online Course "Marketing Mix Strategy"	Sharing Knowledge / Knowledge Sharing	1,59
112	Senior Manager	Pelatihan Online / Online Training	Online Course "Port Performance, HSE & Risk Management"	Sharing Knowledge / Knowledge Sharing	3,17
113	Senior Manager	Pelatihan Online / Online Training	Healthy Talk : "Take Care of Your Mental Health & Be Happy"	Sharing Knowledge / Knowledge Sharing	1,59
114	Senior Manager	Pelatihan Online / Online Training	Dialog Interaktif dengan tema "Memaknai Sejarah Hari Ibu, Menuju Perempuan Indonesia Berdaya" / Interactive Dialogue with the theme "Meaning the History of Mother's Day, Towards Empowered Indonesian Women"	Sharing Knowledge / Knowledge Sharing	1,59
115	Senior Manager	Pelatihan Online / Online Training	Leader's Talk AKHLAK dengan tema "Green Leader" / Leader's Talk AKHLAK with the theme "Green Leader"	Sharing Knowledge / Knowledge Sharing	1,59

Manager **Manager**

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
1	Manager	In House Training	In House Training Juru Langsir Site PPG / In House Training Juru Langsir Site PPG	Memberikan pelatihan yang bertujuan kelancaran operasi, perpindahan atau pergerakan gerbong kereta api di dalam Pabrik. / Providing training aimed at smooth operations, transfers or movements of train carriages within the Factory.	0,67
2	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Warehouse Baturaja) / Dissemination of SMBR Safety Observation Tour (Baturaja Warehouse Team)	Sosialisi pengisian Aplikasi SHESIG / SHESIG Application Filling Socialization	0,67
3	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
4	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim IMK) / Dissemination of Safety Observation Tour SMBR (IMK Team)	Penyegaran tentang Safety / Safety Refresher	0,67
5	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	1,34
6	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Admin Building) / Dissemination of SMBR Safety Observation Tour (Admin Building Team)	Penyegaran tentang Safety / Safety Refresher	1,34

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
7	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
8	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Poliklinik) / Dissemination of SMBR Safety Observation Tour (Polyclinic)	Penyegaran tentang Safety / Safety Refresher	0,67
9	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
10	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim RNE Building) / Dissemination of SMBR Safety Observation Tour (RNE Building Team)	Penyegaran tentang Safety / Safety Refresher	4,03
11	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
12	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Pemasaran Building) / Dissemination of SMBR Safety Observation Tour (Marketing Building Team)	Penyegaran tentang Safety / Safety Refresher	2,01
13	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	1,34
14	Manager	In House Training	In House Training K3 Operator Hoist Crane (Awareness) / In House Training on OHS Operator Hoist Crane (Awareness)	Sharing Knowledge / Knowledge Sharing	11,41
15	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
16	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (General Office) / Dissemination of SMBR Safety Observation Tour (General Office)	Penyegaran tentang Safety / Safety Refresher	0,67
17	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
18	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
19	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (Learning Development) / Dissemination of SMBR Safety Observation Tour (Learning Development)	Penyegaran tentang Safety / Safety Refresher	1,34
20	Manager	In House Training	Instruktur Sosialisasi Safety Observation Tour SMBR / Dissemination of SMBR Safety Observation Tour Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
21	Manager	In House Training	Sosialisasi Safety Observation Tour SMBR (BRDI & Security) / Dissemination of SMBR Safety Observation Tour (BRDI & Security)	Penyegaran tentang Safety / Safety Refresher	0,67
22	Manager	In House Training	Training Of Trainer Continuous Excellent Activity	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
23	Manager	In House Training	Apel Bulan K3 Provinsi Sum-Sel Tahun 2024 / South Sumatera Province OHS Month Ceremony in 2024	Penyegaran tentang Safety / Safety Refresher	1,34
24	Manager	In House Training	IHT TOT Basic Safety Training	Penyegaran tentang Safety / Safety Refresher	1,34
25	Manager	In House Training	Instruktur IHT TOT Basic Safety Training / IHT TOT Basic Safety Training Instructor	Penyegaran tentang Safety / Safety Refresher	0,67
26	Manager	In House Training	IHT Basic Safety Training Batch 1 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	3,36
27	Manager	In House Training	IHT Basic Safety Training Batch 1 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	10,07

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
28	Manager	In House Training	Instruktur IHT Basic Safety Training Batch 1 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 1 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	1,34
29	Manager	In House Training	(IHT Site Palembang) Basic Safety Training - Batch 1	Penyegaran tentang Safety / Safety Refresher	9,40
30	Manager	In House Training	IHT Basic Safety Training Batch 2 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	14,77
31	Manager	In House Training	Instruktur IHT Basic Safety Training Batch 2 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 2 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	0,67
32	Manager	In House Training	(IHT Site Palembang) Basic Safety Training - Batch 2	Penyegaran tentang Safety / Safety Refresher	8,05
33	Manager	In House Training	IHT Basic Safety Training Batch 3 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	14,09
34	Manager	In House Training	IHT Basic Safety Training Batch 3 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	5,37
35	Manager	In House Training	IHT Basic Safety Training Batch 4 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	7,38
36	Manager	In House Training	IHT Basic Safety Training Batch 4 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,67
37	Manager	In House Training	Instruktur IHT Basic Safety Training Batch 4 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 4 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	1,34
38	Manager	In House Training	Instruktur IHT Basic Safety Training Batch 5 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 5 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	0,67
39	Manager	In House Training	IHT Basic Safety Training Batch 6 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,67
40	Manager	In House Training	Instruktur IHT Basic Safety Training Batch 6 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 6 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	2,01
41	Manager	In House Training	IHT Basic Safety Training Batch 6 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,67
42	Manager	In House Training	IHT Management Inspection	Penyegaran tentang Safety / Safety Refresher	0,67
43	Manager	In House Training	Instruktur IHT Basic Safety Training Batch 7 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 7 (Baturaja Site)	Penyegaran tentang Safety / Safety Refresher	0,67
44	Manager	In House Training	IHT Basic Safety Training Batch 7 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,67
45	Manager	In House Training	Instruktur In House Training Basic Safety Training Batch 8 / In House Training on Basic Safety Training Instructor Batch 8	Penyegaran tentang Safety / Safety Refresher	0,67
46	Manager	In House Training	In House Training SAP Modul PM	Peningkatan Keahlian SAP / SAP Expertise Enhancement	2,68
47	Manager	In House Training	Instruktur In House Training SAP Modul PM	Sharing Sesion Tentang SAP Modul PM / Sharing Session on SAP PM Module	1,34
48	Manager	In House Training	In House Training Memadamkan Api (Fire Drill) / In House Training on Fire Drill	Sharing Session	0,67
49	Manager	In House Training	In House Training Management Inspection Balancing	Sharing Session	2,68
50	Manager	In House Training	In House Training Refreshment ISO 14001	Sharing Session	2,68
51	Manager	In House Training	In House Training Electrostatic Precipitator	Sharing Session	2,01
52	Manager	In House Training	Instruktur In House Training Electrostatic Precipitator / In House Training on Electrostatic Precipitator Instructor	Sharing Session	0,67

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
53	Manager	In House Training	In House Training Weigher Hasler	Sharing Session	2,68
54	Manager	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog) / In House Training on Unit Of Electrical, Instrument & Control Maintenance (KMPP551 Gearbox Lubrication System, MPS & Dalog)	Sharing Session	1,34
55	Manager	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog) / In House Training on Unit Of Electrical, Instrument & Control Maintenance (KMPP551 Gearbox Lubrication System, MPS & Dalog) Instructor	Sharing Session	0,67
56	Manager	In House Training	Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Goods and Services Procurement Procedures	Peningkatan Pengetahuan / Knowledge Enhancement	45,64
57	Manager	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive) / In House Training on Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive) Instructor	Sharing Session	0,67
58	Manager	In House Training	In House Training Memadamkan Api (Fire Drill) Site Palembang / In House Training on Fire Drill at Palembang Site	Sharing Session	2,68
59	Manager	In House Training	In House Training # Maintenance Thermocouple	Sharing Session	0,67
60	Manager	In House Training	Instruktur In House Training Maintenance Thermocouple / In House Training Maintenance Thermocouple Instructor	Sharing Session	0,67
61	Manager	In House Training	In House Training Penyusunan RKAP via SAP / In House Training Preparation of RKAP via SAP	Sharing Session	6,04
62	Manager	In House Training	Instruktur In House Training Penyusunan RKAP via SAP / House Training Preparation of RKAP via SAP Instructor	Sharing Session	0,67
63	Manager	In House Training	In House Training # (Electrostatic Precipitator)	Sharing Session	1,34
64	Manager	In House Training	Instruktur In House Training # (Electrostatic Precipitator) / In House Training # (Electrostatic Precipitator) Instructor	Sharing Session	0,67
65	Manager	In House Training	Sosialisasi Asuransi Aset Tetap / Dissemination of Fixed Asset Insurance	Sharing Knowledge	18,12
66	Manager	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Unit Of Electrical, Instrument & Control Maintenance (Principle of Work & Troubleshooting SIMOCODE)	Peningkatan Pengetahuan / Knowledge Enhancement	1,34
67	Manager	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Unit Of Electrical, Instrument & Control Maintenance (Principle of Work & Troubleshooting SIMOCODE) Instructor	Sharing Session	0,67
68	Manager	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System)	Sharing Session	0,67
69	Manager	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System) / In House Training on Unit Of Electrical, Instrument & Control Maintenance (Packer System) Instructor	Sharing Session	0,67

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
70	Manager	In House Training	In House Training Pengenalan Jeni-jenis Limbah B3 dan Non B3 serta Penanganan Darurat Ceceran Limbah B3 / In House Training on Introduction to Types of B3 and Non B3 Waste and Emergency Handling of B3 Waste Spills	Sharing Session	1,34
71	Manager	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System) / In House Training on Unit Of Electrical, Instrument & Control Maintenance (Basic PLC & DCS System)	Sharing Session	0,67
72	Manager	In House Training	Production Excellent Academy	Sharing Session	5,37
73	Manager	In House Training	Instruktur Production Excellent Academy / Production Excellent Academy Instructor	Sharing Knowledge / Knowledge Sharing	0,67
74	Manager	Pelatihan External / External Training	Bimtek Teknis Kriteria Pengendalian Pencemaran Air / Technical Guidance on Water Pollution Control Criteria	Peningkatan Pengetahuan / Knowledge Enhancement	0,67
75	Manager	Pelatihan External / External Training	Strategi Menyiapkan SPT Tahunan Pph Badan Tahunan, Sesuai Dengan Aturan Terakhir Serta Update Ketentuan Pajak Terbaru 2024 / Strategy for Preparing Annual Corporate Income Tax Returns, in Accordance with the Latest Regulations and Latest Tax Provisions Updates 2024	Peningkatan Pengetahuan / Knowledge Enhancement	0,67
76	Manager	Pelatihan External / External Training	Perpanjang Lisensi BNSP PPPA, POPA, POPU, PLB3, OPLB3 / Extend BNSP PPPA, POPA, POPU, PLB3, OPLB3 Licenses	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	1,34
77	Manager	Pelatihan External / External Training	Secondment Program OVH (OVH Koordinator) / Secondment Program OVH (OVH Coordinator)	Sharing Knowledge / Knowledge Sharing	0,67
78	Manager	Pelatihan External / External Training	Konsolidasi Learning Need Development Antar AP dan Holding SIG / Consolidation of Learning Need Development Between AP and Holding SIG	Sharing Session	0,67
79	Manager	Pelatihan External / External Training	Bimbingan Teknik Sistem Informasi Pelaporan Penilaiana Kinerja Pengelolaan LB3 dan Non B3 / Technical Guidance on Information Systems for Reporting Performance Assessment of LB3 and Non-B3 Management	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
80	Manager	Pelatihan External / External Training	Secondment Program Batch 2	Sharing Knowledge / Knowledge Sharing	0,67
81	Manager	Pelatihan External / External Training	Dasar - Dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
82	Manager	Pelatihan External / External Training	Pendidikan Khusus Profesi Advokat / Special Education for the Advocate Profession	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
83	Manager	Pelatihan External / External Training	Pelatihan Inventarisasi, Kuantifikasi, dan Pelaporan Emisi serta Seragan Gas Rumah Kaca Berbasis ISO 14064-1:2018 / Training on Inventory, Quantification, and Reporting of Emissions and Greenhouse Gas Attacks Based on ISO 14064-1:2018	Sharing Session	0,67
84	Manager	Pelatihan External / External Training	Pelatihan Penyegaran Petugas Proteksi Radiasi (PPR) / Refresher Training for Radiation Protection Officers (PPR)	Penyegaran Tentang Proteksi Radiasi / Refresher on Radiation Protection	0,67
85	Manager	Pelatihan External / External Training	Sertifikasi Qualified Risk Management Professional / Qualified Risk Management Professional Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
86	Manager	Pelatihan External / External Training	Program Relawan Bakti BUMN Batch VI / BUMN Volunteer Program Batch VI	Sharing Knowledge / Knowledge Sharing	0,67
87	Manager	Pelatihan External / External Training	Pelatihan Analisis Kestabilan Lereng Pertambangan / Mining Slope Stability Analysis Training	Peningkatan Pengetahuan / Knowledge Enhancement	0,67
88	Manager	Pelatihan External / External Training	Study Banding Ke PT. Semen Padang / Comparative Study to PT. Semen Padang	Sharing Knowledge / Knowledge Sharing	2,01

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
89	Manager	Pelatihan External / External Training	Keanekaragaman Hayati / Biodiversity	Sharing Knowledge / Knowledge Sharing	0,67
90	Manager	Pelatihan External / External Training	1000 Manusia Bercerita / 1000 People Telling Stories	Sharing Knowledge / Knowledge Sharing	2,68
91	Manager	Pelatihan External / External Training	Sertifikasi Audit Operasional & Assesmen / Operational Audit Certification & Assessment	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
92	Manager	Pelatihan External / External Training	QRMO Training & Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
93	Manager	Pelatihan External / External Training	ISO 9001 : 2015	Sharing Session	0,67
94	Manager	Pelatihan External / External Training	Sertifikasi Kompetensi Pengelolaan Limbah B3 / B3 Waste Management Competency Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	1,34
95	Manager	Pelatihan External / External Training	Peningkatan pemahaman SMBR dibidang GRC & IC / Increasing SMBR's understanding in the field of GRC & IC	Peningkatan Pengetahuan / Knowledge Enhancement	2,68
96	Manager	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	1,34
97	Manager	Pelatihan External / External Training	DIKLAT Manajemen Umum DAPEN & Ujian / DAPEN General Management Training & Exam	Sharing Knowledge / Knowledge Sharing	0,67
98	Manager	Pelatihan External / External Training	Sosialisasi Program Budaya Resiko / Dissemination of Risk Culture Program	Sharing Knowledge / Knowledge Sharing	2,01
99	Manager	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	0,67
100	Manager	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
101	Manager	Pelatihan External / External Training	DIKLAT Manajemen Risiko DAPEN / DAPEN Risk Management Training	Sharing Session	0,67
102	Manager	Pelatihan External / External Training	Asset Management System (ISO 55001)	Sharing Knowledge / Knowledge Sharing	0,67
103	Manager	Pelatihan External / External Training	Audit Internal 1 Akuntansi dan Keuangan (Auditor Muda) / Internal Audit 1 Accounting and Finance (Junior Auditor)	Sharing Session	0,67
104	Manager	Pelatihan External / External Training	DIKLAT Ujian Manajemen Risiko DAPEN / DAPEN Risk Management Exam Training	Sharing Knowledge / Knowledge Sharing	0,67
105	Manager	Pelatihan External / External Training	Seminar " Arbitrase sebagai pilihan terbaik dalam menyelesaikan Sengketa Bisnis" / Seminar "Arbitration as the Best Choice in Resolving Business Disputes"	Sharing Knowledge / Knowledge Sharing	0,67
106	Manager	Pelatihan External / External Training	Kegiatan Temu Karya Mutu & Produktifitas Nasional TKMPN XXVIII 2024 / National Quality & Productivity Work Meeting Activity TKMPN XXVIII 2024	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	1,34
107	Manager	Pelatihan External / External Training	Sertifikasi Qualified Risk Management Professional & Ujian / Qualified Risk Management Professional Certification & Exam	Sharing Session	0,67
108	Manager	Pelatihan External / External Training	Sertifikasi Pengelolaan Analis Pendapatan Tetap (CFIA) / Fixed Income Analyst Management Certification (CFIA)	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
109	Manager	Pelatihan Online / Online Training	Innovation Award 2023	Sharing Knowledge / Knowledge Sharing	16,78

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
110	Manager	Pelatihan Online / Online Training	Aspek Pidana Hukum Ketenagakerjaan / Criminal Aspects of Labor Law	Sharing Knowledge Tentang Peraturan Terbaru / Knowledge Sharing on the Latest Regulations	0,67
111	Manager	Pelatihan Online / Online Training	Learn &Share Budayakan K3, Sehat dan Selamat Dalam Bekerja, Terjaga Keberlangsungan Usaha / Learn & Share Cultivate OHS, Healthy and Safe at Work, Maintain Business Continuity	Sharing Knowledge / Knowledge Sharing	9,40
112	Manager	Pelatihan Online / Online Training	Learn and Share Financial Planning #1 Introducing Sharia Wealth Management". / Learn and Share Financial Planning #1 Introducing Sharia Wealth Management".	Sharing Knowledge / Knowledge Sharing	6,04
113	Manager	Pelatihan Online / Online Training	Sosialisasi BCMS (Business Continuity Management System) / Dissemination of BCMS (Business Continuity Management System)	Sharing Knowledge / Knowledge Sharing	6,71
114	Manager	Pelatihan Online / Online Training	Sertifikasi Pengawas Operasional Madya / Certification of Middle Operational Supervisor	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
115	Manager	Pelatihan Online / Online Training	Learn and Share Financial Planning #2 dengan topik "Menjaga Kesehatan Mental Melalui Pengaturan Keuangan yang Tepat" / Learn and Share Financial Planning #2 with the topic "Maintaining Mental Health Through Proper Financial Management"	Sharing Knowledge / Knowledge Sharing	15,44
116	Manager	Pelatihan Online / Online Training	(Online) Pelatihan & Sertifikasi BNSP Awareness Life Cycle Assessment (LCA) / (Online) BNSP Awareness Life Cycle Assessment (LCA) Training & Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
117	Manager	Pelatihan Online / Online Training	(Online) Sertifikasi Pengawas Operasional Utama / (Online) Principal Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
118	Manager	Pelatihan Online / Online Training	Learn & Share Financial Planning #3 : Cerdas Kelola Utang, Pensiun Tenang / Learn & Share Financial Planning #3: Smart Debt Management, Peaceful Retirement	Peningkatan Pengetahuan / Knowledge Enhancement	9,40
119	Manager	Pelatihan Online / Online Training	Learn & Share Project Retrospective Replikasi Inovasi SIG / Learn & Share Project Retrospective Replication of SIG Innovation	Sharing Knowledge / Knowledge Sharing	9,40
120	Manager	Pelatihan Online / Online Training	Health Talk : Tetap Sehat Selama Puasa di Bulan Ramadhan / Health Talk: Stay Healthy During Fasting in the Month of Ramadan	Sharing Knowledge / Knowledge Sharing	2,68
121	Manager	Pelatihan Online / Online Training	Project Retrospective Replikasi Inovasi SIG : Tema #2 Electrical / Project Retrospective Replication of SIG Innovation: Theme #2 Electrical	Sharing Knowledge / Knowledge Sharing	6,71
122	Manager	Pelatihan Online / Online Training	Learn & Share Sehat : Tetap Sehat Paca Puasa Jangan Lebar setelah Lebaran" / Learn & Share Healthy: Stay Healthy After Fasting, Don't Get Fat After Eid al-Fitr"	Sharing Knowledge / Knowledge Sharing	3,36
123	Manager	Pelatihan Online / Online Training	Learn and Share Management System Awareness Series #2 : "Peran dan Manfaat dari Penerapan Sistem Manajemen Mutu, Lingkungan, dan Energi di Perusahaan" / Learn and Share Management System Awareness Series #2: "The Role and Benefits of Implementing Quality, Environmental, and Energy Management Systems in Company"	Sharing Knowledge / Knowledge Sharing	8,05
124	Manager	Pelatihan Online / Online Training	ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3" : "Mechanical & Mining" / ReportaSIG (GIS Innovation Replication Retrospective Project) #3" : "Mechanical & Mining"	Sharing Knowledge / Knowledge Sharing	9,40

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
125	Manager	Pelatihan Online / Online Training	Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Kartini Day Talkshow 2024: Raise the Spirit to Fight Professionally, Great SIG Srikandi!	Sharing Knowledge / Knowledge Sharing	2,01
126	Manager	Pelatihan Online / Online Training	Learn & Share Akhlak : Creativity & Innovation for Our Future	Peningkatan Pengetahuan / Knowledge Enhancement	6,71
127	Manager	Pelatihan Online / Online Training	Health Talk SMBR : Mengenal Tuberkulosis / Health Talk SMBR: Getting to Know Tuberculosis	Sharing Knowledge / Knowledge Sharing	4,03
128	Manager	Pelatihan Online / Online Training	Learn and Share - Financial Planning : Trik Investasi Emas Yang Jarang Diketahui / Learn and Share - Financial Planning: Gold Investment Tricks That Are Rarely Known	Sharing Knowledge / Knowledge Sharing	8,05
129	Manager	Pelatihan Online / Online Training	Learn and Share - ReportaSIG : Project Retrospective Replikasi Inovasi SIG – Operational / Learn and Share - ReportaSIG: Project Retrospective Replication of SIG Innovation – Operational	Sharing Knowledge / Knowledge Sharing	10,07
130	Manager	Pelatihan Online / Online Training	Learn and Share : Ngovi Series : Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series: Writing Papers, Why is it Difficult? Let's Discuss It.	Sharing Knowledge / Knowledge Sharing	4,70
131	Manager	Pelatihan Online / Online Training	Hello, Next-Gen HR! Bahas Digitalisasi Rekrutment dan Skill Masa Depan / Hello, Next-Gen HR! Discuss Digitalization of Recruitment and Future Skills	Sharing Knowledge / Knowledge Sharing	1,34
132	Manager	Pelatihan Online / Online Training	(Online) Resertifikasi Ahli K3 Umum / (Online) General OHS Expert Recertification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
133	Manager	Pelatihan Online / Online Training	(Online) Sertifikasi Tenaga Teknis Ketenagalistrikan / (Online) Electrical Technical Personnel Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,67
134	Manager	Pelatihan Online / Online Training	Learn and Share - SHE Learn & Share : Occupational Health & Industrial Hygiene	Sharing Knowledge / Knowledge Sharing	8,72
135	Manager	Pelatihan Online / Online Training	(Online) Diklat Implementasi SMKP / (Online) SMKP Implementation Training	Sharing Knowledge / Knowledge Sharing	0,67
136	Manager	Pelatihan Online / Online Training	(Online) Sertifikasi Pengawas Operasional Pertama / (Online) First Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
137	Manager	Pelatihan Online / Online Training	Online Course: Brand Strategy Management	Sharing Knowledge / Knowledge Sharing	7,38
138	Manager	Pelatihan Online / Online Training	Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Sharing Knowledge / Knowledge Sharing	8,05
139	Manager	Pelatihan Online / Online Training	Health Talk : Kesehatan Gigi dan Mulut / Health Talk: Dental and Oral Health	Sharing Knowledge / Knowledge Sharing	3,36
140	Manager	Pelatihan Online / Online Training	IELTS preparation	Sharing Knowledge / Knowledge Sharing	5,37
141	Manager	Pelatihan Online / Online Training	Webinar Karbon / Carbon Webinar	Sharing Knowledge / Knowledge Sharing	0,67
142	Manager	Pelatihan Online / Online Training	Learn & Share : Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share: Financial Planning - Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	9,40
143	Manager	Pelatihan Online / Online Training	Learn & Share : Kepabeanan / Learn & Share: Customs	Sharing Knowledge / Knowledge Sharing	8,05
144	Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 9	Penyegaran tentang Safety / Safety Refresher	4,03
145	Manager	Pelatihan Online / Online Training	Instruktur Online Training Basic Safety Training Batch 9 / Online Training Basic Safety Training Batch 9 Instructor	Penyegaran tentang Safety / Safety Refresher	1,34

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
146	Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 10	Penyegaran tentang Safety / Safety Refresher	5,37
147	Manager	Pelatihan Online / Online Training	Instruktur Instruktur Online Training Basic Safety Training Batch 10 / Online Training Basic Safety Training Instructor Batch 10	Penyegaran tentang Safety / Safety Refresher	0,67
148	Manager	Pelatihan Online / Online Training	Learn & Share : Project Retrospective Replikasi Inovasi SIG / Learn & Share: Project Retrospective Replication of GIS Innovation	Sharing Knowledge / Knowledge Sharing	12,08
149	Manager	Pelatihan Online / Online Training	Learn & Share : Manjemen Keadaan Darurat / Learn & Share: Emergency Management	Sharing Knowledge / Knowledge Sharing	5,37
150	Manager	Pelatihan Online / Online Training	Learn & Share : Strategi Lepas dari Generasi Sandwich / Learn & Share: Strategies to Escape the Sandwich Generation	Sharing Knowledge / Knowledge Sharing	5,37
151	Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 11	Penyegaran tentang Safety / Safety Refresher	5,37
152	Manager	Pelatihan Online / Online Training	Learn & Share : Cybersecurity	Sharing Knowledge / Knowledge Sharing	12,75
153	Manager	Pelatihan Online / Online Training	Learn & Share : Business Model Innovation	Sharing Knowledge / Knowledge Sharing	5,37
154	Manager	Pelatihan Online / Online Training	Learn & Share : International Maritime Law	Sharing Knowledge / Knowledge Sharing	8,05
155	Manager	Pelatihan Online / Online Training	Permit To Work - Job Safety Analysis	Sharing Knowledge / Knowledge Sharing	18,12
156	Manager	Pelatihan Online / Online Training	Learn & Share : Marketing Management	Peningkatan pengetahuan tentang marketing management / Improvement of marketing management knowledge	7,38
157	Manager	Pelatihan Online / Online Training	Learn & Share : Production Plan & Inventory Control	Sharing Knowledge / Knowledge Sharing	6,71
158	Manager	Pelatihan Online / Online Training	Learn & Share : Basic Logistic Management	Sharing Knowledge / Knowledge Sharing	6,04
159	Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	2,68
160	Manager	Pelatihan Online / Online Training	Instruktur Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	1,34
161	Manager	Pelatihan Online / Online Training	Learn & Share : ReportaSIG - Finance	Sharing Knowledge / Knowledge Sharing	5,37
162	Manager	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 13	Penyegaran tentang Safety / Safety Refresher	1,34
163	Manager	Pelatihan Online / Online Training	Instruktur Online Training Basic Safety Training Batch 13 / Online Basic Safety Training Instructor Batch 13	Penyegaran tentang Safety / Safety Refresher	1,34
164	Manager	Pelatihan Online / Online Training	Learn & Share : Implementation of Blue Ocean Strategy in Research and Innovation Activities	Sharing Knowledge / Knowledge Sharing	6,04
165	Manager	Pelatihan Online / Online Training	Learn & Share : Teknologi Pengelolaan Lingkungan / Learn & Share: Environmental Management Technology	Sharing Knowledge / Knowledge Sharing	5,37
166	Manager	Pelatihan Online / Online Training	Learn & Share : Construction Project Management	Sharing Knowledge / Knowledge Sharing	12,75
167	Manager	Pelatihan Online / Online Training	Learn & Share : How to visualize your innovation	Sharing Knowledge / Knowledge Sharing	7,38
168	Manager	Pelatihan Online / Online Training	Learn & Share : Implementasi Industri 4.0 di Industri Semen / Learn & Share: Implementation of Industry 4.0 in Cement Industry	Sharing Knowledge / Knowledge Sharing	10,74
169	Manager	Pelatihan Online / Online Training	Learn & Share : Managing Corporate Communication	Sharing Knowledge / Knowledge Sharing	6,04

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
170	Manager	Pelatihan Online / Online Training	Performance Management System (PMS)	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
171	Manager	Pelatihan Online / Online Training	Learn & Share : Psychological Safety	Sharing Knowledge / Knowledge Sharing	5,37
172	Manager	Pelatihan Online / Online Training	Learn & Share : Desain Perkerasan Jalan / Learn & Share: Road Pavement Design	Sharing Knowledge / Knowledge Sharing	6,71
173	Manager	Pelatihan Online / Online Training	Learn & Share : Peraturan Perundangan K3 dan Lingkungan / Learn & Share: K3 and Environmental Legislation	Sharing Knowledge / Knowledge Sharing	2,01
174	Manager	Pelatihan Online / Online Training	International Profesional Project Management Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
175	Manager	Pelatihan Online / Online Training	Learn & Share : Asset Management	Sharing Knowledge / Knowledge Sharing	11,41
176	Manager	Pelatihan Online / Online Training	Learn & Share : Sustainable Development Goals	Sharing Knowledge / Knowledge Sharing	11,41
177	Manager	Pelatihan Online / Online Training	Learn & Share : Brand Equity Management	Sharing Knowledge / Knowledge Sharing	15,44
178	Manager	Pelatihan Online / Online Training	Learn & Share : Fit to Work : Manajemen Resiko Fatigue / Learn & Share : Fit to Work : Fatigue Risk Management	Sharing Knowledge / Knowledge Sharing	9,40
179	Manager	Pelatihan Online / Online Training	Learn & Share : Healthy Lifestyle	Sharing Knowledge / Knowledge Sharing	5,37
180	Manager	Pelatihan Online / Online Training	Learn & Share : Transportation Management System	Sharing Knowledge / Knowledge Sharing	9,40
181	Manager	Pelatihan Online / Online Training	Sistem Otomasi Industri / Industrial Automation Systems	Peningkatan Pengetahuan Tentang Otomasi Industri / Improvement of Industrial Automation Knowledge	11,41
182	Manager	Pelatihan Online / Online Training	Awarding SIG Innovation Award 2024	Sharing Knowledge / Knowledge Sharing	16,11
183	Manager	Pelatihan Online / Online Training	Online Course "Sales Operation Excellence"	Sharing Knowledge / Knowledge Sharing	8,05
184	Manager	Pelatihan Online / Online Training	Online Course "Strategic Supply Chain Management"	Sharing Knowledge / Knowledge Sharing	8,72
185	Manager	Pelatihan Online / Online Training	Learn and Share "Communication and Presentation Skills"	Sharing Knowledge / Knowledge Sharing	7,38
186	Manager	Pelatihan Online / Online Training	Online Course "Commercial Negotiation"	Sharing Knowledge / Knowledge Sharing	8,05
187	Manager	Pelatihan Online / Online Training	Online Course "Draught Survey (PBM)"	Sharing Knowledge / Knowledge Sharing	6,04
188	Manager	Pelatihan Online / Online Training	Resertifikasi Kompetensi Pengelolaan Limbah B3 / Recertification of Hazardous Waste Management Competency	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,67
189	Manager	Pelatihan Online / Online Training	Online Course "IT Business Analysis and Development"	Sharing Knowledge / Knowledge Sharing	4,70
190	Manager	Pelatihan Online / Online Training	SELARAS #5 : "Implementasi CLSR #18 : Bahaya Radiasi / SELARAS #5 : "Implementation of CLSR #18 : Radiation Hazards	Sharing Knowledge / Knowledge Sharing	9,40
191	Manager	Pelatihan Online / Online Training	Learn and Share I2RI "Optimalisasi Penciptaan Nilai (Value Creation) Melalui Aktivitas Riset dan Inovasi Terapan sesuai Kebutuhan Pelanggan / Learn and Share I2RI "Optimizing Value Creation Through Applied Research and Innovation Activities According to Customer Needs	Sharing Knowledge / Knowledge Sharing	6,04

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
192	Manager	Pelatihan Online / Online Training	Online Course "Export Import"	Sharing Knowledge / Knowledge Sharing	15,44
193	Manager	Pelatihan Online / Online Training	Online Course "Leading Business into the Future"	Sharing Knowledge / Knowledge Sharing	8,72
194	Manager	Pelatihan Online / Online Training	Bimbingan Teknis Terkait Gratifikasi dan Korupsi / Technical Guidance Regarding Gratuity and Corruption	Sharing Knowledge tentang Pemahaman Gratifikasi / Sharing Knowledge on Understanding Gratuity	8,05
195	Manager	Pelatihan Online / Online Training	SELARAS #6 : "CLSR.20 Penerapan Pelaporan dan Investigasi Insiden di SBI" / SELARAS #6 : "CLSR.20 Implementation of Incident Reporting and Investigation at SBI"	Sharing Knowledge / Knowledge Sharing	2,68
196	Manager	Pelatihan Online / Online Training	Online Course "Marketing Mix Strategy"	Sharing Knowledge / Knowledge Sharing	6,04
197	Manager	Pelatihan Online / Online Training	Online Course "Port Performance, HSE & Risk Management"	Sharing Knowledge / Knowledge Sharing	8,72
198	Manager	Pelatihan Online / Online Training	Healthy Talk : "Take Care of Your Mental Health & Be Happy"	Sharing Knowledge / Knowledge Sharing	6,04
199	Manager	Pelatihan Online / Online Training	Dialog Interaktif dengan tema "Memaknai Sejarah Hari Ibu, Menuju Perempuan Indonesia Berdaya" / Interactive Dialogue with the theme "Meaning the History of Mother's Day, Towards Empowered Indonesian Women"	Sharing Knowledge / Knowledge Sharing	2,68
200	Manager	Pelatihan Online / Online Training	Leader's Talk AKHLAK dengan tema "Green Leader" / Leader's Talk AKHLAK with the theme "Green Leader"	Sharing Knowledge / Knowledge Sharing	2,01

Supervisor **Supervisor**

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
1	Supervisor	In House Training	In House Training Juru Langsir Site PPJ / In House Training on Shunter at PPJ Site	Memberikan pelatihan yang bertujuan kelancaran operasi, perpindahan atau pergerakan gerbong kereta api di dalam Pabrik. / Training for smooth operations, transfers or movements of train carriages within the Plant.	0,31
2	Supervisor	In House Training	Training Pentaho Extract Transform Load (ETL) / Pentaho Extract Transform Load (ETL) Training	Sharing session tentang pengelolaan data dalam bisnis dan laporan / Sharing session on data management in business and reporting	0,31
3	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Warehouse Baturaja) / Dissemination of SMBR Safety Observation Tour (Baturaja Warehouse Team)	Sosialisi pengisian Aplikasi SHESIG / Dissemination of filling out the SHESIG Application	0,31
4	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim IMK) / Dissemination of SMBR Safety Observation Tour (IMK Team)	Penyegaran tentang Safety / Safety Refresher	0,94
5	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Admin Building) / Dissemination of SMBR Safety Observation Tour (Admin Building Team)	Penyegaran tentang Safety / Safety Refresher	0,63
6	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Poliklinik) / Dissemination of SMBR Safety Observation Tour (Polyclinic)	Penyegaran tentang Safety / Safety Refresher	0,31

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
7	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim RNE Building) / Dissemination of SMBR Safety Observation Tour (RNE Building Team)	Penyegaran tentang Safety / Safety Refresher	1,26
8	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Pemasaran Building) / Dissemination of SMBR Safety Observation Tour (Marketing Building Team)	Penyegaran tentang Safety / Safety Refresher	2,20
9	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (General Office) / Dissemination of SMBR Safety Observation Tour (General Office)	Penyegaran tentang Safety / Safety Refresher	1,57
10	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (GPRW) / Dissemination SMBR of Safety Observation Tour (GPRW)	Penyegaran tentang Safety / Safety Refresher	0,94
11	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (Learning Development) / Dissemination of SMBR Safety Observation Tour (Learning Development)	Penyegaran tentang Safety / Safety Refresher	0,31
12	Supervisor	In House Training	Sosialisasi Safety Observation Tour SMBR (BRDI & Security) / Dissemination of SMBR Safety Observation Tour (BRDI & Security)	Penyegaran tentang Safety / Safety Refresher	0,31
13	Supervisor	In House Training	Training Of Trainer Continuous Excellent Activity	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
14	Supervisor	In House Training	Apel Bulan K3 Provinsi Sum-Sel Tahun 2024 / South Sumatera Province OHS Month Ceremony in 2024	Penyegaran tentang Safety / Safety Refresher	2,52
15	Supervisor	In House Training	IHT TOT Basic Safety Training	Penyegaran tentang Safety / Safety Refresher	3,14
16	Supervisor	In House Training	Instruktur IHT TOT Basic Safety Training / IHT TOT Basic Safety Training Instructor	Penyegaran tentang Safety / Safety Refresher	0,31
17	Supervisor	In House Training	IHT Basic Safety Training Batch 1 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	0,31
18	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 1 (Site Panjang) / IHT Basic Safety Training Instructor Batch 1 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	0,63
19	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 1 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 1 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,63
20	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 1 (Site Palembang) / IHT Basic Safety Training Instructor Batch 1 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
21	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 2 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 2 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,31
22	Supervisor	In House Training	IHT Basic Safety Training Batch 2 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	2,52
23	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 2 (Site Panjang) / IHT Basic Safety Training Instructor Batch 2 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	0,63
24	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 2 (Site Palembang) / IHT Basic Safety Training Instructor Batch 2 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
25	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 3 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 3 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,63
26	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 3 (Site Palembang) / IHT Basic Safety Training Instructor Batch 3 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
27	Supervisor	In House Training	IHT Basic Safety Training Batch 4 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
28	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 4 (Site Palembang) / IHT Basic Safety Training Instructor Batch 4 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
29	Supervisor	In House Training	IHT Basic Safety Training Batch 4 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	3,77
30	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 4 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 4 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,63
31	Supervisor	In House Training	IHT Basic Safety Training Batch 5 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	5,97
32	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 5 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 5 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,63
33	Supervisor	In House Training	IHT Basic Safety Training Batch 5 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	3,14
34	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 5 (Site Palembang) / IHT Basic Safety Training Instructor Batch 5 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
35	Supervisor	In House Training	IHT Basic Safety Training Batch 6 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	5,03
36	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 6 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 6 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,31
37	Supervisor	In House Training	IHT Basic Safety Training Batch 6 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	3,46
38	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 6 (Site Palembang) / IHT Basic Safety Training Instructor Batch 6 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
39	Supervisor	In House Training	IHT Management Inspection	Penyegaran tentang Safety / Safety Refresher	1,26
40	Supervisor	In House Training	Instruktur IHT Management Inspection / IHT Management Inspection Instructor	Penyegaran tentang Safety / Safety Refresher	0,63
41	Supervisor	In House Training	IHT Basic Safety Training Batch 7 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	3,14
42	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 7 (Site Baturaja) / IHT Basic Safety Training Instructor Batch 7 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	0,94
43	Supervisor	In House Training	IHT Basic Safety Training Batch 7 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	4,40
44	Supervisor	In House Training	Instruktur IHT Basic Safety Training Batch 7 (Site Palembang) / IHT Basic Safety Training Instructor Batch 7 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	0,63
45	Supervisor	In House Training	In House Training Basic Safety Training Batch 8	Penyegaran tentang Safety / Safety Refresher	2,52
46	Supervisor	In House Training	Instruktur In House Training Basic Safety Training Batch 8 / In House Training Basic Safety Training Instructor Batch 8	Penyegaran tentang Safety / Safety Refresher	0,63
47	Supervisor	In House Training	In House Training SAP Modul PM	Peningkatan Keahlian SAP / SAP Expertise Enhancement	1,57
48	Supervisor	In House Training	Instruktur In House Training SAP Modul PM / SAP PM Module In House Training Instructor	Sharing Sesion Tentang SAP Modul PM / Sharing Session on SAP PM Module	0,31
49	Supervisor	In House Training	In House Training Memadamkan Api (Fire Drill)	Sharing Session	4,72
50	Supervisor	In House Training	In House Training Management Inspection Balancing	Sharing Session	3,14

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
51	Supervisor	In House Training	Instruktur In House Training Management Inspection Balancing / In House Training Management Inspection Balancing Instructor	Sharing Session	0,63
52	Supervisor	In House Training	In House Training Refreshment ISO 14001	Sharing Session	1,57
53	Supervisor	In House Training	In House Training Electrostatic Precipitator	Sharing Session	3,77
54	Supervisor	In House Training	In House Training Weigher Hasler	Sharing Session	3,77
55	Supervisor	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog)	Sharing Session	3,46
56	Supervisor	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog) / In House Training Unit of Electrical, Instrument & Control Maintenance (Gearbox Lubrication System KMPP551, MPS & Dalog) Instructor	Sharing Session	0,31
57	Supervisor	In House Training	Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Procurement Procedures for Goods and Services	Peningkatan Pengetahuan / Knowledge Enhancement	2,83
58	Supervisor	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive)	Sharing Session	3,46
59	Supervisor	In House Training	In House Training Memadamkan Api (Fire Drill) Site Panjang	Sharing Session	7,55
60	Supervisor	In House Training	In House Training Memadamkan Api (Fire Drill) Site Palembang	Sharing Session	2,20
61	Supervisor	In House Training	In House Training # Maintenance Thermocouple	Sharing Session	2,52
62	Supervisor	In House Training	In House Training Penyusunan RKAP via SAP / In House Training on Preparation of RKAP via SAP	Sharing Session	0,63
63	Supervisor	In House Training	In House Training # (Electrostatic Precipitator)	Sharing Session	3,46
64	Supervisor	In House Training	Sosialisasi Asuransi Aset Tetap / Fixed Asset Insurance Dissemination	Sharing Knowledge / Knowledge Sharing	3,14
65	Supervisor	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Unit Of Electrical, Instrument & Control Maintenance (SIMOCODE Working Principles & Troubleshooting)	Peningkatan Pengetahuan / Knowledge Enhancement	3,14
66	Supervisor	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Instructor Unit Of Electrical, Instrument & Control Maintenance (SIMOCODE Working Principles & Troubleshooting)	Sharing Session	0,31
67	Supervisor	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System)	Sharing Session	3,14
68	Supervisor	In House Training	In House Training Pengenalan Jeni-jenis Limbah B3 dan Non B3 serta Penanganan Darurat Ceceran Limbah B3 / In House Training Introduction to Types of B3 and Non-B3 Waste and Emergency Handling of B3 Waste Spills	Sharing Session	5,35
69	Supervisor	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System) / In House Training Unit Of Electrical, Instrument & Control Maintenance (Basic PLC & DCS System)	Sharing Session	3,14

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
70	Supervisor	In House Training	Instruktur In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System) / In House Training Instructor Unit Of Electrical, Instrument & Control Maintenance (Basic PLC & DCS System)	Sharing Session	0,31
71	Supervisor	In House Training	Production Excellent Academy	Sharing Session	2,52
72	Supervisor	Pelatihan External / External Training	Pelatihan Business Continuity Management Certified Professional (BCMCP) / Business Continuity Management Certified Professional (BCMCP) Training	Peningkatan Pengetahuan / Knowledge Enhancement	0,31
73	Supervisor	Pelatihan External / External Training	Sertifikasi Business Continuity Management Certified Professional (BCMCP) / Business Continuity Management Certified Professional (BCMCP) Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
74	Supervisor	Pelatihan External / External Training	Bimtek Teknis Kriteria Pengendalian Pencemaran Air / Technical Guidance on Water Pollution Control Criteria	Peningkatan Pengetahuan / Knowledge Enhancement	0,63
75	Supervisor	Pelatihan External / External Training	Strategi Menyiapkan SPT Tahunan Pph Badan Tahunan, Sesuai Dengan Aturan Terakhir Serta Update Ketentuan Pajak Terbaru 2024 / Strategy for Preparing Annual Corporate Income Tax Returns, According to the Latest Regulations and Latest Tax Provisions Updates 2024	Peningkatan Pengetahuan / Knowledge Enhancement	0,31
76	Supervisor	Pelatihan External / External Training	Perpanjang Lisensi BNSP PPPA, POPA, POPU, PLB3, OPLB3 / Extend BNSP PPPA License, POPA, POPU, PLB3, OPLB3	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,63
77	Supervisor	Pelatihan External / External Training	Sudut Pandang Hukum Ketenagakerjaan Atas Aksi Korporasi Perusahaan Serta Dampaknya Terhadap Masa Depan Karyawan / Labor Law Perspective on Corporate Actions and Their Impact on the Future of Employees	Peningkatan Pengetahuan / Knowledge Enhancement	0,31
78	Supervisor	Pelatihan External / External Training	Konsolidasi Learning Need Development Antar AP dan Holding SIG / Consolidation of Learning Need Development Between AP and Holding SIG	Sharing Session	0,31
79	Supervisor	Pelatihan External / External Training	Pelatihan dan Sertifikasi Manager PPPU / PPPU Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,94
80	Supervisor	Pelatihan External / External Training	Pelatihan dan Sertifikasi Manager PPPA / PPPA Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,63
81	Supervisor	Pelatihan External / External Training	Pelatihan dan Sertifikasi Manager PLNB3 / PLNB3 Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,63
82	Supervisor	Pelatihan External / External Training	Dasar-dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
83	Supervisor	Pelatihan External / External Training	Relawan Bakti BUMN / BUMN Volunteer Service	Sharing Knowledge / Knowledge Sharing	0,63
84	Supervisor	Pelatihan External / External Training	Seminar ChatGPT for Marketer / ChatGPT for Marketer Seminar	Sharing Knowledge / Knowledge Sharing	0,63
85	Supervisor	Pelatihan External / External Training	Sertifikasi Audit Operasional & Assesmen / Operational Audit & Assessment Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,63
86	Supervisor	Pelatihan External / External Training	Dasar-dasar Audit / Basics of Audit	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
87	Supervisor	Pelatihan External / External Training	Pelatihan Analisis Kestabilan Lereng Pertambangan / Mining Slope Stability Analysis Training	Peningkatan Pengetahuan / Knowledge Enhancement	0,31

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
88	Supervisor	Pelatihan External / External Training	Petugas Proteksi Radiasi / Radiation Protection Officer	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,31
89	Supervisor	Pelatihan External / External Training	Keanekaragaman Hayati / Biodiversity	Sharing Knowledge / Knowledge Sharing	0,31
90	Supervisor	Pelatihan External / External Training	Seminar AI Breakthroughs Unveiled / AI Breakthroughs Unveiled Seminar	Sharing Knowledge / Knowledge Sharing	0,31
91	Supervisor	Pelatihan External / External Training	1000 Manusia Bercerita / 1000 People Telling Stories	Sharing Knowledge / Knowledge Sharing	0,31
92	Supervisor	Pelatihan External / External Training	Sertifikasi Audit Operasional & Assesmen / Operational Audit & Assessment Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,63
93	Supervisor	Pelatihan External / External Training	Transformasi Industri 4.0 / Industry 4.0 Transformation	Peningkatan Pengetahuan / Knowledge Enhancement	0,31
94	Supervisor	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	0,31
95	Supervisor	Pelatihan External / External Training	Sosialisasi Program Budaya Resiko / Risk Culture Program Dissemination	Sharing Knowledge / Knowledge Sharing	0,63
96	Supervisor	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	0,31
97	Supervisor	Pelatihan External / External Training	Online Sertifikasi Pengawas Operasional Madya / Online Middle Operational Supervisor Certification	Sharing Knowledge / Knowledge Sharing	0,63
98	Supervisor	Pelatihan External / External Training	Pelatihan Petugas Keamanan Zat Radioaktif / Radioactive Material Safety Officer Training	Sharing Knowledge / Knowledge Sharing	0,31
99	Supervisor	Pelatihan External / External Training	Uji Lisensi / License Test	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
100	Supervisor	Pelatihan External / External Training	DIKLAT – Analisis Getaran Pada Mesin Berputar (Equivalent Level 1 & 2) Berdasarkan ISO 18436 / Training – Analysis on Rotating Machines Vibration (Equivalent Level 1 & 2) Based on ISO 18436	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
101	Supervisor	Pelatihan External / External Training	Asset Management System (ISO 55001)	Sharing Knowledge / Knowledge Sharing	1,26
102	Supervisor	Pelatihan External / External Training	Seminar " Arbitrase sebagai pilihan terbaik dalam menyelesaikan Sengketa Bisnis" / Seminar "Arbitration as the best choice in resolving Business Disputes"	Sharing Knowledge / Knowledge Sharing	0,31
103	Supervisor	Pelatihan External / External Training	Defensive Driving Training (DDT) & Training Of Trainer (TOT)	Peningkatan Pengetahuan / Knowledge Enhancement	0,94
104	Supervisor	Pelatihan External / External Training	Kegiatan Temu Karya Mutu & Produktifitas Nasional TKMPN XXVIII 2024 / National Quality & Productivity Work Meeting Activity TKMPN XXVIII 2024	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	1,26
105	Supervisor	Pelatihan External / External Training	Sertifikasi Qualified Risk Management Professional & Ujian / Qualified Risk Management Professional Certification & Exam	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,31
106	Supervisor	Pelatihan External / External Training	Instruktur IHT Basic Safety Training / IHT Basic Safety Training Instructor	Penyegaran tentang Safety / Safety Refresher	0,63
107	Supervisor	Pelatihan Online / Online Training	Innovation Award 2023	Sharing Knowledge / Knowledge Sharing	13,21
108	Supervisor	Pelatihan Online / Online Training	Learn &Share Budayakan K3, Sehat dan Selamat Dalam Bekerja, Terjaga Keberlangsungan Usaha / Learn & Share Cultivate OHS, Healthy and Safe at Work, Maintain Business Continuity	Sharing Knowledge / Knowledge Sharing	5,97
109	Supervisor	Pelatihan Online / Online Training	Pelatihan Maintenance Academy Minggu Ke 1 / Maintenance Academy Training Week 1	Peningkatan Pengetahuan / Knowledge Enhancement	1,57

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
110	Supervisor	Pelatihan Online / Online Training	Learn and Share Financial Planning #1 Introducing Sharia Wealth Management". / Learn and Share Financial Planning #1 Introducing Sharia Wealth Management".	Sharing Knowledge / Knowledge Sharing	4,09
111	Supervisor	Pelatihan Online / Online Training	Pelatihan Maintenance Academy / Maintenance Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	1,57
112	Supervisor	Pelatihan Online / Online Training	Sosialisasi BCMS (Business Continuity Management System) / BCMS (Business Continuity Management System) Dissemination	Sharing Knowledge / Knowledge Sharing	0,94
113	Supervisor	Pelatihan Online / Online Training	Sertifikasi Pengawas Operasional Madya / Middle Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
114	Supervisor	Pelatihan Online / Online Training	Learn and Share Financial Planning #2 dengan topik "Menjaga Kesehatan Mental Melalui Pengaturan Keuangan yang Tepat" / Learn and Share Financial Planning #2 with the topic "Maintaining Mental Health Through Proper Financial Management"	Sharing Knowledge / Knowledge Sharing	3,14
115	Supervisor	Pelatihan Online / Online Training	Pelatihan Maintenance Academy / Maintenance Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	1,57
116	Supervisor	Pelatihan Online / Online Training	(Online) Pelatihan & Sertifikasi BNSP Awareness Life Cycle Assessment (LCA) / (Online) BNSP Awareness Life Cycle Assessment (LCA) Training & Certification	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,31
117	Supervisor	Pelatihan Online / Online Training	Learn & Share Financial Planning #3 : Cerdas Kelola Utang, Pensiun Tenang / Learn & Share Financial Planning #3: Smart Debt Management, Peaceful Retirement	Peningkatan Pengetahuan / Knowledge Enhancement	5,35
118	Supervisor	Pelatihan Online / Online Training	Learn & Share Project Retrospective Replikasi Inovasi SIG / Learn & Share Project Retrospective Replication of SIG Innovation	Sharing Knowledge / Knowledge Sharing	3,77
119	Supervisor	Pelatihan Online / Online Training	Health Talk : Tetap Sehat Selama Puasa di Bulan Ramadhan / Health Talk: Stay Healthy During Fasting in the Month of Ramadan	Sharing Knowledge / Knowledge Sharing	3,46
120	Supervisor	Pelatihan Online / Online Training	Project Retrospective Replikasi Inovasi SIG : Tema #2 Electrical / Project Retrospective Replication of SIG Innovation: Theme #2 Electrical	Sharing Knowledge / Knowledge Sharing	6,29
121	Supervisor	Pelatihan Online / Online Training	Learn & Share Sehat : Tetap Sehat Paca Puasa Jangan Lebar setelah Lebaran" / Learn & Share Healthy: Stay Healthy After Fasting Don't Get Fat After Eid as-Fitr"	Sharing Knowledge / Knowledge Sharing	0,63
122	Supervisor	Pelatihan Online / Online Training	Learn and Share Management System Awareness Series #2 : "Peran dan Manfaat dari Penerapan Sistem Manajemen Mutu, Lingkungan, dan Energi di Perusahaan" / Learn and Share Management System Awareness Series #2: "The Role and Benefits of Implementing Quality, Environmental, and Energy Management Systems in Companies"	Sharing Knowledge / Knowledge Sharing	3,14
123	Supervisor	Pelatihan Online / Online Training	ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3" : "Mechanical & Mining" / ReportaSIG (Project Retrospective Replication of SIG Innovation) #3": "Mechanical & Mining"	Sharing Knowledge / Knowledge Sharing	1,89
124	Supervisor	Pelatihan Online / Online Training	Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Talkshow Kartini Day 2024: Raise the Spirit to Fight Professionally, Great SIG Srikandi!	Sharing Knowledge / Knowledge Sharing	1,26
125	Supervisor	Pelatihan Online / Online Training	Pelatihan Maintenance Academy (Mechanical) / Maintenance Academy Training (Mechanical)	Peningkatan Pengetahuan / Knowledge Enhancement	0,94
126	Supervisor	Pelatihan Online / Online Training	Learn & Share Akhlak : Creativity & Innovation for Our Future / Learn & Share Akhlak: Creativity & Innovation for Our Future	Peningkatan Pengetahuan / Knowledge Enhancement	3,14

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
127	Supervisor	Pelatihan Online / Online Training	Health Talk SMBR : Mengenal Tuberkulosis / Health Talk SMBR: Getting to Know Tuberculosis	Sharing Knowledge / Knowledge Sharing	2,20
128	Supervisor	Pelatihan Online / Online Training	Pelatihan Maintenance Academy (Electricall) / Maintenance Academy Training (Electrical)	Peningkatan Pengetahuan / Knowledge Enhancement	0,63
129	Supervisor	Pelatihan Online / Online Training	Learn and Share - Financial Planning : Trik Investasi Emas Yang Jarang Diketahui / Learn and Share - Financial Planning: Gold Investment Tricks That Are Rarely Known	Sharing Knowledge / Knowledge Sharing	4,09
130	Supervisor	Pelatihan Online / Online Training	(Online) Pelatihan Maintenance Academy (Mechanical) / (Online) Maintenance Academy Training (Mechanical)	Peningkatan Pengetahuan / Knowledge Enhancement	0,94
131	Supervisor	Pelatihan Online / Online Training	(Online) Pelatihan Maintenance Academy (Electricall) / (Online) Maintenance Academy Training (Electrical)	Peningkatan Pengetahuan / Knowledge Enhancement	0,63
132	Supervisor	Pelatihan Online / Online Training	Learn and Share - ReportaSIG : Project Retrospective Replikasi Inovasi SIG – Operational / Learn and Share - ReportaSIG: Project Retrospective Replication of SIG Innovation – Operational	Sharing Knowledge / Knowledge Sharing	2,52
133	Supervisor	Pelatihan Online / Online Training	Learn and Share : Ngovi Series : Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series: Writing Papers, Why is it Difficult? Let's Discuss It.	Sharing Knowledge / Knowledge Sharing	3,46
134	Supervisor	Pelatihan Online / Online Training	Learn and Share - SHE Learn & Share : Occupational Health & Industrial Hygiene	Sharing Knowledge / Knowledge Sharing	3,77
135	Supervisor	Pelatihan Online / Online Training	(Online) Diklat Implementasi SMKP / (Online) SMKP Implementation Training	Sharing Knowledge / Knowledge Sharing	0,31
136	Supervisor	Pelatihan Online / Online Training	(Online) Sertifikasi Pengawas Operasional Pertama / (Online) First Operational Supervisor Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
137	Supervisor	Pelatihan Online / Online Training	Online Course : Brand Strategy Management	Sharing Knowledge / Knowledge Sharing	0,31
138	Supervisor	Pelatihan Online / Online Training	(Online) Pelatihan Maintenance Academy (Mechanical) / (Online) Maintenance Academy Training (Mechanical)	Peningkatan Pengetahuan / Knowledge Enhancement	0,94
139	Supervisor	Pelatihan Online / Online Training	Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Sharing Knowledge / Knowledge Sharing	3,46
140	Supervisor	Pelatihan Online / Online Training	Health Talk : Kesehatan Gigi dan Mulut / Health Talk: Dental and Oral Health	Sharing Knowledge / Knowledge Sharing	2,52
141	Supervisor	Pelatihan Online / Online Training	IELTS preparation	Sharing Knowledge / Knowledge Sharing	2,52
142	Supervisor	Pelatihan Online / Online Training	Webinar Karbon / Carbon Webinar	Sharing Knowledge / Knowledge Sharing	0,31
143	Supervisor	Pelatihan Online / Online Training	Learn & Share : Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share: Financial Planning - Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	5,97
144	Supervisor	Pelatihan Online / Online Training	Learn & Share : Kepabeanan / Learn & Share: Customs	Sharing Knowledge / Knowledge Sharing	4,72
145	Supervisor	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 9	Penyegaran tentang Safety / Safety Refresher	8,18
146	Supervisor	Pelatihan Online / Online Training	Instruktur Online Training Basic Safety Training Batch 9 / Online Basic Safety Training Instructor Batch 9	Penyegaran tentang Safety / Safety Refresher	1,89
147	Supervisor	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 10	Penyegaran tentang Safety / Safety Refresher	21,38
148	Supervisor	Pelatihan Online / Online Training	Instruktur Instruktur Online Training Basic Safety Training Batch 10 / Online Training Basic Safety Training Instructor Batch 10	Penyegaran tentang Safety / Safety Refresher	1,57
149	Supervisor	Pelatihan Online / Online Training	Learn & Share : Project Retrospective Replikasi Inovasi SIG / Learn & Share: Project Retrospective Replication of SIG Innovation	Sharing Knowledge / Knowledge Sharing	2,83

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
150	Supervisor	Pelatihan Online / Online Training	Learn & Share : Manjemen Keadaan Darurat / Learn & Share: Emergency Management	Sharing Knowledge / Knowledge Sharing	2,83
151	Supervisor	Pelatihan Online / Online Training	Learn & Share : Strategi Lepas dari Generasi Sandwich / Learn & Share: Strategy to Escape from the Sandwich Generation	Sharing Knowledge / Knowledge Sharing	2,20
152	Supervisor	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 11	Penyegaran tentang Safety / Safety Refresher	5,03
153	Supervisor	Pelatihan Online / Online Training	Instruktur Online Training Basic Safety Training Batch 11 / Online Basic Safety Training Instructor Batch 11	Penyegaran tentang Safety / Safety Refresher	0,63
154	Supervisor	Pelatihan Online / Online Training	Learn & Share : Cybersecurity	Sharing Knowledge / Knowledge Sharing	8,49
155	Supervisor	Pelatihan Online / Online Training	Learn & Share : Business Model Innovation	Sharing Knowledge / Knowledge Sharing	2,52
156	Supervisor	Pelatihan Online / Online Training	Learn & Share : International Maritime Law	Sharing Knowledge / Knowledge Sharing	3,14
157	Supervisor	Pelatihan Online / Online Training	Permit To Work - Job Safety Analysis	Sharing Knowledge / Knowledge Sharing	10,06
158	Supervisor	Pelatihan Online / Online Training	Learn & Share : Marketing Management	Peningkatan pengetahuan tentang marketing management / Improvement of marketing management knowledge	3,14
159	Supervisor	Pelatihan Online / Online Training	Learn & Share : Production Plan & Inventory Control	Sharing Knowledge / Knowledge Sharing	3,46
160	Supervisor	Pelatihan Online / Online Training	Learn & Share : Basic Logistic Management	Sharing Knowledge / Knowledge Sharing	3,77
161	Supervisor	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	4,09
162	Supervisor	Pelatihan Online / Online Training	Instruktur Online Training Basic Safety Training Batch 12 / Online Basic Safety Training Instructor Batch 12	Penyegaran tentang Safety / Safety Refresher	1,89
163	Supervisor	Pelatihan Online / Online Training	Learn & Share : ReportaSIG - Finance	Sharing Knowledge / Knowledge Sharing	0,63
164	Supervisor	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 13	Penyegaran tentang Safety	0,63
165	Supervisor	Pelatihan Online / Online Training	Learn & Share : Implementation of Blue Ocean Strategy in Research and Innovation Activities	Sharing Knowledge / Knowledge Sharing	2,52
166	Supervisor	Pelatihan Online / Online Training	Learn & Share : Teknologi Pengelolaan Lingkungan / Learn & Share: Environmental Management Technology	Sharing Knowledge / Knowledge Sharing	2,83
167	Supervisor	Pelatihan Online / Online Training	Learn & Share : Construction Project Management	Sharing Knowledge / Knowledge Sharing	3,14
168	Supervisor	Pelatihan Online / Online Training	Learn & Share : How to visualize your innovation	Sharing Knowledge / Knowledge Sharing	2,52
169	Supervisor	Pelatihan Online / Online Training	Learn & Share : Implementasi Industri 4.0 di Industri Semen / Learn & Share: Implementation of Industry 4.0 in the Cement Industry	Sharing Knowledge / Knowledge Sharing	3,77
170	Supervisor	Pelatihan Online / Online Training	Learn & Share : Managing Corporate Communication	Sharing Knowledge / Knowledge Sharing	1,57
171	Supervisor	Pelatihan Online / Online Training	Learn & Share : Psychological Safety	Sharing Knowledge / Knowledge Sharing	1,57
172	Supervisor	Pelatihan Online / Online Training	Learn & Share : Desain Perkerasan Jalan / Learn & Share : Road Pavement Design	Sharing Knowledge / Knowledge Sharing	0,94
173	Supervisor	Pelatihan Online / Online Training	Learn & Share : Peraturan Perundangan K3 dan Lingkungan / Learn & Share : Occupational Health and Safety and Environmental Regulations	Sharing Knowledge / Knowledge Sharing	2,52

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
174	Supervisor	Pelatihan Online / Online Training	Learn & Share : Asset Management	Sharing Knowledge / Knowledge Sharing	3,46
175	Supervisor	Pelatihan Online / Online Training	Learn & Share : Sustainable Development Goals	Sharing Knowledge / Knowledge Sharing	2,20
176	Supervisor	Pelatihan Online / Online Training	Learn & Share : Brand Equity Management	Sharing Knowledge / Knowledge Sharing	3,77
177	Supervisor	Pelatihan Online / Online Training	Learn & Share : Fit to Work : Manajemen Resiko Fatigue / Learn & Share : Fit to Work : Fatigue Risk Management	Sharing Knowledge / Knowledge Sharing	1,57
178	Supervisor	Pelatihan Online / Online Training	Learn & Share : Healthy Lifestyle	Sharing Knowledge / Knowledge Sharing	4,09
179	Supervisor	Pelatihan Online / Online Training	Learn & Share : Transportation Management System	Sharing Knowledge / Knowledge Sharing	4,72
180	Supervisor	Pelatihan Online / Online Training	Sistem Otomasi Industri / Industrial Automation Systems	Peningkatan Pengetahuan Tentang Otomasi Industri / Improvement of Industrial Automation Knowledge	2,52
181	Supervisor	Pelatihan Online / Online Training	Awarding SIG Innovation Award 2024	Sharing Knowledge / Knowledge Sharing	5,35
182	Supervisor	Pelatihan Online / Online Training	Online Course "Sales Operation Excellence"	Sharing Knowledge / Knowledge Sharing	3,14
183	Supervisor	Pelatihan Online / Online Training	Online Course "Strategic Supply Chain Management"	Sharing Knowledge / Knowledge Sharing	2,83
184	Supervisor	Pelatihan Online / Online Training	Learn and Share "Communication and Presentation Skills"	Sharing Knowledge / Knowledge Sharing	3,77
185	Supervisor	Pelatihan Online / Online Training	Online Course "Commercial Negotiation"	Sharing Knowledge / Knowledge Sharing	2,52
186	Supervisor	Pelatihan Online / Online Training	Online Course "Draught Survey (PBM)"	Sharing Knowledge / Knowledge Sharing	3,14
187	Supervisor	Pelatihan Online / Online Training	Online DIKLAT – Investigasi Kecelakaan Tambang / Online Training – Mining Accident Investigation	Sharing Knowledge / Knowledge Sharing	0,94
188	Supervisor	Pelatihan Online / Online Training	Resertifikasi Kompetensi Pengelolaan Limbah B3 / Recertification of B3 Waste Management Competency	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
189	Supervisor	Pelatihan Online / Online Training	Online Course "IT Business Analysis and Development"	Sharing Knowledge / Knowledge Sharing	2,20
190	Supervisor	Pelatihan Online / Online Training	SELARAS #5 : "Implementasi CLSR #18 : Bahaya Radiasi / SELARAS #5: "Implementation of CLSR #18: Radiation Hazards	Sharing Knowledge / Knowledge Sharing	1,89
191	Supervisor	Pelatihan Online / Online Training	Learn and Share I2RI "Optimalisasi Penciptaan Nilai (Value Creation) Melalui Aktivitas Riset dan Inovasi Terapan sesuai Kebutuhan Pelanggan / Learn and Share I2RI "Optimizing Value Creation Through Applied Research and Innovation Activities According to Customer Needs	Sharing Knowledge / Knowledge Sharing	1,57
192	Supervisor	Pelatihan Online / Online Training	Sertifikasi Qualified Risk Management Analyst & Ujian Sertifikasi / Qualified Risk Management Analyst Certification & Certification Exam	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
193	Supervisor	Pelatihan Online / Online Training	Pelatihan dan Sertifikasi Ahli K3 Umum / General OHS Expert Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,31
194	Supervisor	Pelatihan Online / Online Training	Online Course "Export Import"	Sharing Knowledge / Knowledge Sharing	3,14
195	Supervisor	Pelatihan Online / Online Training	Online Course "Leading Business into the Future"	Sharing Knowledge / Knowledge Sharing	2,20

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / *Objective*	Per Level Jabatan (%) / *Per Position Level (%)*
196	Supervisor	Pelatihan Online / Online Training	Bimbingan Teknis Terkait Gratifikasi dan Korupsi / Technical Guidance Regarding Gratuity and Corruption	Sharing Knowledge tentang Pemahaman Gratifikasi / Sharing Knowledge on Understanding Gratification	0,63
197	Supervisor	Pelatihan Online / Online Training	SELARAS #6 : "CLSR.20 Penerapan Pelaporan dan Investigasi Insiden di SBI" / SELARAS #6: "CLSR.20 Implementation of Incident Reporting and Investigation at SBI"	Sharing Knowledge / Knowledge Sharing	1,57
198	Supervisor	Pelatihan Online / Online Training	Online Course "Marketing Mix Strategy"	Sharing Knowledge / Knowledge Sharing	2,83
199	Supervisor	Pelatihan Online / Online Training	Online Course "Port Performance, HSE & Risk Management"	Sharing Knowledge / Knowledge Sharing	2,20
200	Supervisor	Pelatihan Online / Online Training	Healthy Talk : "Take Care of Your Mental Health & Be Happy"	Sharing Knowledge / Knowledge Sharing	3,14
201	Supervisor	Pelatihan Online / Online Training	Dialog Interaktif dengan tema "Memaknai Sejarah Hari Ibu, Menuju Perempuan Indonesia Berdaya" / Interactive Dialogue with the theme "Meaning the History of Mother's Day, Towards Empowered Indonesian Women"	Sharing Knowledge / Knowledge Sharing	2,20
202	Supervisor	Pelatihan Online / Online Training	Leader's Talk AKHLAK dengan tema "Green Leader" / Leader's Talk AKHLAK with "Green Leader" theme	Sharing Knowledge / Knowledge Sharing	1,26

Non Staff

Non Staff

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
1	Non Staf	In House Training	In House Training Juru Langsir Site PPJ / In House Training on Shunter at PPJ Site	Memberikan pelatihan yang bertujuan kelancaran operasi, perpindahan atau pergerakan gerbong kereta api di dalam Pabrik. / Training for smooth operation, transfer or movement of train carriages in the Plant.	3,88
2	Non Staf	In House Training	In House Training Juru Langsir Site PPG / In House Training on Shunter at PPG Site	Memberikan pelatihan yang bertujuan kelancaran operasi, perpindahan atau pergerakan gerbong kereta api di dalam Pabrik. / Training for smooth operation, transfer or movement of train carriages in the Plant.	2,91
3	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Warehouse Baturaja) / Dissemination of SMBR Safety Observation Tour (Baturaja Warehouse Team)	Sosialisi pengisian Aplikasi SHESIG / Dissemination of filling out the SHESIG Application	1,94
4	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim IMK) / Dissemination of SMBR Safety Observation Tour (IMK Team)	Penyegaran tentang Safety / Safety Refresher	1,29
5	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim Admin Building) / Dissemination of SMBR Safety Observation Tour (Admin Building Team)	Penyegaran tentang Safety / Safety Refresher	3,24
6	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (Poliklinik) / Dissemination of SMBR Safety Observation Tour (Polyclinic)	Penyegaran tentang Safety / Safety Refresher	1,94
7	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (Tim RNE Building) / Dissemination of SMBR Safety Observation Tour (RNE Building Team)	Penyegaran tentang Safety / Safety Refresher	1,29

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
8	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (General Office) / Dissemination of SMBR Safety Observation Tour (General Office)	Penyegaran tentang Safety / Safety Refresher	1,94
9	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (GPRW) / Dissemination of SMBR Safety Observation Tour (GPRW)	Penyegaran tentang Safety / Safety Refresher	0,97
10	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (Learning Development) / Dissemination of SMBR Safety Observation Tour (Learning Development)	Penyegaran tentang Safety / Safety Refresher	0,97
11	Non Staf	In House Training	Sosialisasi Safety Observation Tour SMBR (BRDI & Security) / Dissemination of SMBR Safety Observation Tour (BRDI & Security)	Penyegaran tentang Safety / Safety Refresher	2,59
12	Non Staf	In House Training	Training Of Trainer Continuous Excellent Activity	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	2,59
13	Non Staf	In House Training	Apel Bulan K3 Provinsi Sum-Sel Tahun 2024 / South Sumatera Province OHS Month Ceremony 2024	Penyegaran tentang Safety / Safety Refresher	3,24
14	Non Staf	In House Training	IHT Basic Safety Training Batch 2 (Site Panjang)	Penyegaran tentang Safety / Safety Refresher	3,88
15	Non Staf	In House Training	IHT Basic Safety Training Batch 4 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	3,24
16	Non Staf	In House Training	IHT Basic Safety Training Batch 5 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	5,50
17	Non Staf	In House Training	IHT Basic Safety Training Batch 5 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	2,59
18	Non Staf	In House Training	IHT Basic Safety Training Batch 6 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	5,83
19	Non Staf	In House Training	IHT Basic Safety Training Batch 6 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	2,27
20	Non Staf	In House Training	IHT Management Inspection	Penyegaran tentang Safety / Safety Refresher	1,94
21	Non Staf	In House Training	IHT Basic Safety Training Batch 7 (Site Baturaja)	Penyegaran tentang Safety / Safety Refresher	5,18
22	Non Staf	In House Training	IHT Basic Safety Training Batch 7 (Site Palembang)	Penyegaran tentang Safety / Safety Refresher	1,62
23	Non Staf	In House Training	In House Training Basic Safety Training Batch 8	Penyegaran tentang Safety / Safety Refresher	3,88
24	Non Staf	In House Training	In House Training Memadamkan Api (Fire Drill)	Sharing Session	18,77
25	Non Staf	In House Training	In House Training Management Inspection Balancing	Sharing Session	2,91
26	Non Staf	In House Training	In House Training Refreshment ISO 14001	Sharing Session	1,94
27	Non Staf	In House Training	In House Training Electrostatic Precipitator	Sharing Session	5,50
28	Non Staf	In House Training	In House Training Weigher Hasler	Sharing Session	5,50
29	Non Staf	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Sistem Lubrikasi Gearbox KMPP551, MPS & Dalog) / In House Training Unit Of Electrical, Instrument & Control Maintenance (KMPP551 Gearbox Lubrication System, MPS & Dalog)	Sharing Session	6,15
30	Non Staf	In House Training	Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Goods and Services Procurement Procedures	Peningkatan Pengetahuan / Knowledge Enhancement	0,97
31	Non Staf	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Maintenance Cooling Fan LV Drive)	Sharing Session	5,83

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
32	Non Staf	In House Training	In House Training Memadamkan Api (Fire Drill) Site Panjang	Sharing Session	13,92
33	Non Staf	In House Training	Instruktur In House Training Memadamkan Api (Fire Drill) Site Panjang / In House Training Fire Drill Instructor at Site Panjang	Sharing Session	0,65
34	Non Staf	In House Training	In House Training Memadamkan Api (Fire Drill) Site Palembang	Sharing Session	15,86
35	Non Staf	In House Training	Instruktur In House Training Memadamkan Api (Fire Drill) Site Palembang / In House Training Fire Drill Instructor at Site Palembang	Sharing Session	0,65
36	Non Staf	In House Training	In House Training # Maintenance Thermocouple	Sharing Session	2,91
37	Non Staf	In House Training	Instruktur In House Training Maintenance Thermocouple / In House Training on Maintenance Thermocouple Instructor	Sharing Session	0,32
38	Non Staf	In House Training	In House Training Penyusunan RKAP via SAP / In House Training on Preparation of RKAP via SAP	Sharing Session	0,32
39	Non Staf	In House Training	In House Training # (Electrostatic Precipitator)	Sharing Session	5,18
40	Non Staf	In House Training	Instruktur In House Training # (Electrostatic Precipitator) / In House Training # (Electrostatic Precipitator) Instructor	Sharing Session	0,32
41	Non Staf	In House Training	Sosialisasi Asuransi Aset Tetap / Dissemination of Fixed Asset Insurance	Sharing Knowledge / Knowledge Sharing	1,94
42	Non Staf	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Prinsip Kerja & Troubleshooting SIMOCODE) / In House Training Unit Of Electrical, Instrument & Control Maintenance (SIMOCODE Working Principle & Troubleshooting)	Peningkatan Pengetahuan / Knowledge Enhancement	5,18
43	Non Staf	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Packer System)	Sharing Session	4,53
44	Non Staf	In House Training	In House Training Pengenalan Jeni-jenis Limbah B3 dan Non B3 serta Penanganan Darurat Ceceran Limbah B3 / In House Training Introduction to Types of B3 and Non-B3 Waste and Emergency Handling of B3 Waste Spills	Sharing Session	4,53
45	Non Staf	In House Training	In House Training Unit Of Electrical, Instrument & Control Maintenance (Dasar PLC & DCS System)	Sharing Session	4,21
46	Non Staf	In House Training	Production Excellent Academy	Sharing Session	0,65
47	Non Staf	Pelatihan External / External Training	Bimtek Teknis Kriteria Pengendalian Pencemaran Air / Technical Guidance on Water Pollution Control Criteria	Peningkatan Pengetahuan / Knowledge Enhancement	0,32
48	Non Staf	Pelatihan External / External Training	Perpanjang Lisensi BNSP PPPA, POPA, POPU, PLB3, OPLB3 / Extension of BNSP PPPA, POPA, POPU, PLB3, OPLB3 Licenses	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	1,94
49	Non Staf	Pelatihan External / External Training	Pelatihan dan Sertifikasi Manager PLB3 / PLB3 Manager Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32
50	Non Staf	Pelatihan External / External Training	Pelatihan dan Sertifikasi Operator PPPU/ POPU / PPPU/ POPU Operator Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32
51	Non Staf	Pelatihan External / External Training	Pelatihan dan Sertifikasi Operator PPPA/ POPA / PPPA/ POPA Operator Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32
52	Non Staf	Pelatihan External / External Training	Pelatihan dan Sertifikasi Operator Limbah Non B3/ OPLNB3 / Non-B3 Waste Operator Training and Certification/ OPLNB3	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
53	Non Staf	Pelatihan External / External Training	Pelatihan dan Sertifikasi Operator OPLNB3 / OPLNB3 Operator Training and Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32
54	Non Staf	Pelatihan External / External Training	Bimtek Hubungan Keprotokolan Se-Sumatera Selatan / Protocol Relations Guidance for South Sumatera	Peningkatan Pengetahuan / Knowledge Enhancement	0,32
55	Non Staf	Pelatihan External / External Training	Bimbingan Teknik Sistem Informasi Pelaporan Penilaiana Kinerja Pengelolaan LB3 dan Non B3 / Technical Guidance on Systems Information on Reporting the Assessment of LB3 and Non-B3 Management Performance	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32
56	Non Staf	Pelatihan External / External Training	Ujian Praktek & Tes Simulator Kiln / Kiln Simulator Practical Exam & Test	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,97
57	Non Staf	Pelatihan External / External Training	Seminar ChatGPT for Marketer / ChatGPT for Marketer Seminar	Sharing Knowledge / Knowledge Sharing	0,32
58	Non Staf	Pelatihan External / External Training	Pelatihan Pengujian Senyawa Kimia dengan FTIR, LCMS, dan GCMS / Chemical Compound Testing Training with FTIR, LCMS, and GCMS	Peningkatan Pengetahuan / Knowledge Enhancement	0,32
59	Non Staf	Pelatihan External / External Training	Electrostatic Precipitator Seminar	Sharing Knowledge / Knowledge Sharing	0,65
60	Non Staf	Pelatihan External / External Training	BIMTEK Pemahaman dan Interpretasi Hasil Laboratorium untuk Penilaian Proper / Technical Guidance on Understanding and Interpretation of Laboratory Results for Proper Assessment	Peningkatan Pengetahuan / Knowledge Enhancement	0,97
61	Non Staf	Pelatihan External / External Training	ISO 9001 : 2015	Sharing Session	0,32
62	Non Staf	Pelatihan External / External Training	Perancangan Alat Ukur Faktor Psikososial di Tempat Kerja / Design of Psychosocial Factor Measurement Tools in the Workplace	Sharing Knowledge / Knowledge Sharing	0,32
63	Non Staf	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Sharing Knowledge / Knowledge Sharing	0,32
64	Non Staf	Pelatihan External / External Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker & Speaker Mentor at SMBR Teaching	Peningkatan Kompetensi Jabatan / Job Competency Improvement	0,65
65	Non Staf	Pelatihan External / External Training	Asset Management System (ISO 55001)	Sharing Knowledge / Knowledge Sharing	0,32
66	Non Staf	Pelatihan External / External Training	Seminar " Arbitrase sebagai pilihan terbaik dalam menyelesaikan Sengketa Bisnis" / Seminar "Arbitration as the Best Choice in Resolving Business Disputes"	Sharing Knowledge / Knowledge Sharing	0,32
67	Non Staf	Pelatihan External / External Training	Defensive Driving Training (DDT) & Training Of Trainer (TOT)	Peningkatan Pengetahuan / Knowledge Enhancement	0,32
68	Non Staf	Pelatihan External / External Training	Kegiatan Temu Karya Mutu & Produktifitas Nasional TKMPN XXVIII 2024 / National Quality & Productivity Work Meeting Activity TKMPN XXVIII 2024	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,32
69	Non Staf	Pelatihan Online / Online Training	Innovation Award 2023	Sharing Knowledge / Knowledge Sharing	5,18
70	Non Staf	Pelatihan Online / Online Training	Learn &Share Budayakan K3, Sehat dan Selamat Dalam Bekerja, Terjaga Keberlangsungan Usaha / Learn & Share Cultivate OHS, Healthy and Safe at Work, Maintain Business Sustainability	Sharing Knowledge / Knowledge Sharing	3,24
71	Non Staf	Pelatihan Online / Online Training	Pelatihan Kiln Academy Bulan Ke 1 / Kiln Academy Training Month 1	Peningkatan Pengetahuan / Knowledge Enhancement	0,97
72	Non Staf	Pelatihan Online / Online Training	Learn and Share Financial Planning #1 Introducing Sharia Wealth Management". / Learn and Share Financial Planning #1 Introducing Sharia Wealth Management".	Sharing Knowledge / Knowledge Sharing	2,91

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
73	Non Staf	Pelatihan Online / Online Training	Sosialisasi BCMS (Business Continuity Management System) / BCMS (Business Continuity Management System) Dissemination	Sharing Knowledge / Knowledge Sharing	0,32
74	Non Staf	Pelatihan Online / Online Training	Pelatihan Kiln Academy / Kiln Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	0,97
75	Non Staf	Pelatihan Online / Online Training	Learn and Share Financial Planning #2 dengan topik "Menjaga Kesehatan Mental Melalui Pengaturan Keuangan yang Tepat" / Learn and Share Financial Planning #2 with the topic "Maintaining Mental Health Through Proper Financial Management"	Sharing Knowledge / Knowledge Sharing	1,62
76	Non Staf	Pelatihan Online / Online Training	(Online) Pelatihan Kiln Academy / Kiln Academy Training (Online)	Peningkatan Pengetahuan / Knowledge Enhancement	0,97
77	Non Staf	Pelatihan Online / Online Training	Learn & Share Financial Planning #3 : Cerdas Kelola Utang, Pensiun Tenang / Learn & Share Financial Planning #3: Smart Debt Management, Peaceful Retirement	Peningkatan Pengetahuan / Knowledge Enhancement	2,59
78	Non Staf	Pelatihan Online / Online Training	Health Talk : Tetap Sehat Selama Puasa di Bulan Ramadhan / Health Talk: Stay Healthy During Fasting in the Month of Ramadan	Sharing Knowledge / Knowledge Sharing	1,94
79	Non Staf	Pelatihan Online / Online Training	Project Retrospective Replikasi Inovasi SIG : Tema #2 Electrical / GIS Innovation Replication Retrospective Project: Theme #2 Electrical	Sharing Knowledge / Knowledge Sharing	1,94
80	Non Staf	Pelatihan Online / Online Training	Learn & Share Sehat : Tetap Sehat Paca Puasa Jangan Lebar setelah Lebaran" / Healthy Learn & Share: Stay Healthy After Fasting, Don't Get Fat After Eid"	Sharing Knowledge / Knowledge Sharing	0,32
81	Non Staf	Pelatihan Online / Online Training	Learn and Share Management System Awareness Series #2 : "Peran dan Manfaat dari Penerapan Sistem Manajemen Mutu, Lingkungan, dan Energi di Perusahaan" / Learn and Share Management System Awareness Series #2: "The Role and Benefits of Implementing Quality, Environmental, and Energy Management Systems in Companies"	Sharing Knowledge / Knowledge Sharing	0,97
82	Non Staf	Pelatihan Online / Online Training	ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3": "Mechanical & Mining" / ReportaSIG (GIS Innovation Replication Retrospective Project) #3": "Mechanical & Mining"	Sharing Knowledge / Knowledge Sharing	0,97
83	Non Staf	Pelatihan Online / Online Training	Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Kartini Day Talkshow 2024: Rise Up the Spirit to Fight Professionally, Great SIG Srikandi!	Sharing Knowledge / Knowledge Sharing	0,32
84	Non Staf	Pelatihan Online / Online Training	Pelatihan Kiln Academy / Kiln Academy Training	Peningkatan Pengetahuan / Knowledge Enhancement	0,97
85	Non Staf	Pelatihan Online / Online Training	Learn & Share Akhlak : Creativity & Innovation for Our Future	Peningkatan Pengetahuan / Knowledge Enhancement	1,62
86	Non Staf	Pelatihan Online / Online Training	Health Talk SMBR : Mengenal Tuberkulosis / Health Talk SMBR: Getting to Know Tuberculosis	Sharing Knowledge / Knowledge Sharing	2,59
87	Non Staf	Pelatihan Online / Online Training	Learn and Share - Financial Planning : Trik Investasi Emas Yang Jarang Diketahui / Learn and Share - Financial Planning: Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	1,29
88	Non Staf	Pelatihan Online / Online Training	Learn and Share - ReportaSIG : Project Retrospective Replikasi Inovasi SIG – Operational / Learn and Share - ReportaSIG: Project Retrospective Replication of SIG Innovation - Operational	Sharing Knowledge / Knowledge Sharing	0,97
89	Non Staf	Pelatihan Online / Online Training	Learn and Share : Ngovi Series : Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series: Writing Papers, Why is it Difficult? Let's Discuss It.	Sharing Knowledge / Knowledge Sharing	0,65

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
90	Non Staf	Pelatihan Online / Online Training	Learn and Share - SHE Learn & Share : Occupational Health & Industrial Hygiene	Sharing Knowledge / Knowledge Sharing	1,94
91	Non Staf	Pelatihan Online / Online Training	Online Course : Brand Strategy Management	Sharing Knowledge / Knowledge Sharing	0,97
92	Non Staf	Pelatihan Online / Online Training	Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Sharing Knowledge / Knowledge Sharing	1,29
93	Non Staf	Pelatihan Online / Online Training	Health Talk : Kesehatan Gigi dan Mulut / Health Talk: Dental and Oral Health	Sharing Knowledge / Knowledge Sharing	2,59
94	Non Staf	Pelatihan Online / Online Training	Learn & Share : Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share: Financial Planning - Rarely Known Gold Investment Tricks	Sharing Knowledge / Knowledge Sharing	2,91
95	Non Staf	Pelatihan Online / Online Training	Learn & Share : Kepabeanan / Learn & Share: Customs	Sharing Knowledge / Knowledge Sharing	1,29
96	Non Staf	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 9	Penyegaran tentang Safety / Safety Refresher	9,06
97	Non Staf	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 10	Penyegaran tentang Safety / Safety Refresher	32,36
98	Non Staf	Pelatihan Online / Online Training	Learn & Share : Project Retrospective Replikasi Inovasi SIG / Learn & Share: Project Retrospective Replication of GIS Innovation	Sharing Knowledge / Knowledge Sharing	1,62
99	Non Staf	Pelatihan Online / Online Training	Learn & Share : Manjemen Keadaan Darurat / Learn & Share: Emergency Management	Sharing Knowledge / Knowledge Sharing	1,62
100	Non Staf	Pelatihan Online / Online Training	Learn & Share : Strategi Lepas dari Generasi Sandwich / Learn & Share: Strategies to Escape the Sandwich Generation	Sharing Knowledge / Knowledge Sharing	0,97
101	Non Staf	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 11	Penyegaran tentang Safety / Safety Refresher	8,09
102	Non Staf	Pelatihan Online / Online Training	Learn & Share : Cybersecurity	Sharing Knowledge / Knowledge Sharing	0,65
103	Non Staf	Pelatihan Online / Online Training	Learn & Share : Business Model Innovation	Sharing Knowledge / Knowledge Sharing	0,65
104	Non Staf	Pelatihan Online / Online Training	Learn & Share : International Maritime Law	Sharing Knowledge / Knowledge Sharing	0,97
105	Non Staf	Pelatihan Online / Online Training	Permit To Work - Job Safety Analysis	Sharing Knowledge / Knowledge Sharing	1,29
106	Non Staf	Pelatihan Online / Online Training	Learn & Share : Marketing Management	Peningkatan pengetahuan tentang marketing management / Improvement of marketing management knowledge	0,65
107	Non Staf	Pelatihan Online / Online Training	Learn & Share : Production Plan & Inventory Control	Sharing Knowledge / Knowledge Sharing	1,29
108	Non Staf	Pelatihan Online / Online Training	Learn & Share : Basic Logistic Management	Sharing Knowledge / Knowledge Sharing	0,32
109	Non Staf	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 12	Penyegaran tentang Safety / Safety Refresher	3,24
110	Non Staf	Pelatihan Online / Online Training	Learn & Share : ReportaSIG - Finance	Sharing Knowledge / Knowledge Sharing	0,97
111	Non Staf	Pelatihan Online / Online Training	Online Training Basic Safety Training Batch 13	Penyegaran tentang Safety / Safety Refresher	2,27
112	Non Staf	Pelatihan Online / Online Training	Learn & Share : Construction Project Management	Sharing Knowledge / Knowledge Sharing	1,29
113	Non Staf	Pelatihan Online / Online Training	Learn & Share : How to visualize your innovation	Sharing Knowledge / Knowledge Sharing	0,32

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
114	Non Staf	Pelatihan Online / Online Training	Learn & Share : Implementasi Industri 4.0 di Industri Semen / Learn & Share: Implementation of Industry 4.0 in the Cement Industry	Sharing Knowledge / Knowledge Sharing	0,97
115	Non Staf	Pelatihan Online / Online Training	Learn & Share : Managing Corporate Communication	Sharing Knowledge / Knowledge Sharing	0,65
116	Non Staf	Pelatihan Online / Online Training	Learn & Share : Psychological Safety	Sharing Knowledge / Knowledge Sharing	0,32
117	Non Staf	Pelatihan Online / Online Training	Learn & Share : Desain Perkerasan Jalan / Learn & Share : Road Pavement Design	Sharing Knowledge / Knowledge Sharing	0,65
118	Non Staf	Pelatihan Online / Online Training	Learn & Share : Peraturan Perundangan K3 dan Lingkungan / Learn & Share : OHS and Environmental Regulations	Sharing Knowledge / Knowledge Sharing	0,65
119	Non Staf	Pelatihan Online / Online Training	Learn & Share : Asset Management	Sharing Knowledge / Knowledge Sharing	2,91
120	Non Staf	Pelatihan Online / Online Training	Learn & Share : Sustainable Development Goals	Sharing Knowledge / Knowledge Sharing	1,29
121	Non Staf	Pelatihan Online / Online Training	Learn & Share : Brand Equity Management	Sharing Knowledge / Knowledge Sharing	1,94
122	Non Staf	Pelatihan Online / Online Training	Learn & Share : Fit to Work : Manajemen Resiko Fatigue / Learn & Share : Fit to Work : Fatigue Risk Management	Sharing Knowledge / Knowledge Sharing	0,97
123	Non Staf	Pelatihan Online / Online Training	Learn & Share : Healthy Lifestyle	Sharing Knowledge / Knowledge Sharing	1,29
124	Non Staf	Pelatihan Online / Online Training	Learn & Share : Transportation Management System	Sharing Knowledge / Knowledge Sharing	0,97
125	Non Staf	Pelatihan Online / Online Training	Sistem Otomasi Industri / Industrial Automation System	Peningkatan Pengetahuan Tentang Otomasi Industri / Improvement of Industrial Automation Knowledge	1,29
126	Non Staf	Pelatihan Online / Online Training	Awarding SIG Innovation Award 2024	Sharing Knowledge / Knowledge Sharing	1,94
127	Non Staf	Pelatihan Online / Online Training	Online Course "Sales Operation Excellence"	Sharing Knowledge / Knowledge Sharing	0,65
128	Non Staf	Pelatihan Online / Online Training	Online Course "Strategic Supply Chain Management"	Sharing Knowledge / Knowledge Sharing	0,97
129	Non Staf	Pelatihan Online / Online Training	Learn and Share "Communication and Presentation Skills"	Sharing Knowledge / Knowledge Sharing	1,29
130	Non Staf	Pelatihan Online / Online Training	Online Course "Commercial Negotiation"	Sharing Knowledge / Knowledge Sharing	0,97
131	Non Staf	Pelatihan Online / Online Training	Online Course "Draught Survey (PBM)"	Sharing Knowledge / Knowledge Sharing	0,65
132	Non Staf	Pelatihan Online / Online Training	Online Course "IT Business Analysis and Development"	Sharing Knowledge / Knowledge Sharing	0,65
133	Non Staf	Pelatihan Online / Online Training	SELARAS #5 : "Implementasi CLSR #18 : Bahaya Radiasi / SELARAS #5 : "Implementation of CLSR #18 : Radiation Hazards	Sharing Knowledge / Knowledge Sharing	0,32
134	Non Staf	Pelatihan Online / Online Training	Learn and Share I2RI "Optimalisasi Penciptaan Nilai (Value Creation) Melalui Aktivitas Riset dan Inovasi Terapan sesuai Kebutuhan Pelanggan / Learn and Share I2RI "Optimizing Value Creation Through Applied Research and Innovation Activities According to Customer Needs	Sharing Knowledge / Knowledge Sharing	0,97
135	Non Staf	Pelatihan Online / Online Training	Pelatihan dan Sertifikasi Ahli K3 Umum / Training and General OHS Expert Certification	Kebutuhan Kompetensi Jabatan / Job Competency Requirements	0,97

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Jabatan / *Position*	Jenis Pelatihan / *Training Type*	Program Pelatihan / *Training Program*	Tujuan Pelatihan / Objective	Per Level Jabatan (%) / *Per Position Level (%)*
136	Non Staf / Non-Staff	Pelatihan *Online* / Online Training	Online Course "Export Import"	Sharing Knowledge / Knowledge Sharing	0,32
137	Non Staf / Non-Staff	Pelatihan *Online* / Online Training	Online Course "Leading Business into the Future"	Sharing Knowledge / Knowledge Sharing	1,29
138	Non Staf / Non-Staff	Pelatihan *Online* / Online Training	SELARAS #6 : "CLSR.20 Penerapan Pelaporan dan Investigasi Insiden di SBI" / SELARAS #6 : "CLSR.20 Implementation of Incident Reporting and Investigation at SBI"	Sharing Knowledge / Knowledge Sharing	0,32
139	Non Staf / Non-Staff	Pelatihan *Online* / Online Training	Online Course "Marketing Mix Strategy"	Sharing Knowledge / Knowledge Sharing	1,94
140	Non Staf / Non-Staff	Pelatihan *Online* / Online Training	Online Course "Port Performance, HSE & Risk Management"	Sharing Knowledge / Knowledge Sharing	0,97
141	Non Staf / Non-Staff	Pelatihan *Online* / Online Training	Dialog Interaktif dengan tema "Memaknai Sejarah Hari Ibu, Menuju Perempuan Indonesia Berdaya" / Interactive Dialogue with the theme "Meaning the History of Mother's Day, Towards Empowered Indonesian Women"	Sharing Knowledge / Knowledge Sharing	1,29
142	Non Staf / Non-Staff	Pelatihan Online / Online Training	Leader's Talk AKHLAK dengan tema "Green Leader" / Leader's Talk AKHLAK with the theme "Green Leader"	Sharing Knowledge / Knowledge Sharing	0,32

INVESTASI DAN REALISASI PROGRAM PENGEMBANGAN KOMPETENSI KARYAWAN

SMBR memiliki komitmen yang besar dalam meningkatkan kapasitas, dan kualitas sumber daya manusia yang dimiliki. Komitmen tersebut diwujudkan dengan penyediaan anggaran investasi pada program pengembangan kompetensi karyawan secara berkelanjutan.

Di tahun 2024, Perusahaan telah merealisasikan biaya pengembangan kompetensi bagi karyawan sebesar Rp2,13 miliar, atau mencapai 142,96% terhadap target yang telah ditetapkan, yaitu sebesar Rp1,49 miliar. Nilai tersebut mengalami kenaikan sebesar 188%, jika dibandingkan dengan biaya pengembangan di tahun 2023 sejumlah Rp1,13 miliar. Rincian realisasi terhadap target berdasarkan bidang pelatihan, dan realisasi biaya program berdasarkan gender adalah sebagai berikut:

INVESTMENT AND REALIZATION OF EMPLOYEE COMPETENCE DEVELOPMENT PROGRAM

SMBR has a strong commitment to improving the capacity and quality of its Human Capital. This commitment is realized by providing an investment budget for employee competency development programs on an ongoing basis.

In 2024, the Company realized Rp2.13 billion for employee competency development, 142.96% of the target that has been set, which is Rp1.49 billion. This value increased by 188%, compared to development costs in 2023 of Rp1.13 billion. Details of the realization of targets based on training fields, and the realization of program costs based on gender are as follows:

Sumber Daya Manusia (SDM)
Human Capital (HC)

BIAYA PENGEMBANGAN KOMPETENSI KARYAWAN

Tabel Biaya Pengembangan Kompetensi Karyawan Tahun 2023-2024

(Dalam Jutaan Rupiah)

Uraian / *Description*	Realisasi 2024 (Rp juta) / *Realization in 2024 (Rp million)*	Realisasi 2023 (Rp juta) / *Realization in 2023 (Rp million)*	Kenaikan (Penurunan) / *Increase (Decrease)*	
			Nominal (Rp juta) / *Nominal (Rp million)*	Persentase (%) / *Percentage (%)*
Biaya Pengembangan Kompetensi / Competency Development Costs	2.127	1.126	1.001	188,9

EMPLOYEE COMPETENCY DEVELOPMENT COSTS

Employee Competency Development Cost in 2023-2024

(In Millions of rupiah)

Grafik Biaya Pengembangan Kompetensi Karyawan Tahun 2023-2024

Chart of Employee Competency Development Cost in 2023-2024



Realisasi 2023 (Rp Juta) / Realization 2023 (Rp Million)

Realisasi 2024 (Rp Juta) / Realization 2024 (Rp Million)

Realisasi Biaya Program terhadap Target Berdasarkan Bidang Pelatihan 2023 – 2024

Program Cost Realization Against Target Based on Training Field 2023 – 2024

Bidang Pelatihan / *Training Fields*	2024			2023		
	Target (Rp) / *Target (Rp)*	Realisasi (Rp) / *Realization (Rp)*	%	Target (Rp) / *Target (Rp)*	Realisasi (Rp) / *Realization (Rp)*	%
Bidang Teknik dan Operasi / Engineering and Operations Field	1.488.000.000	1.224.748.377	82,31	1.137.132.673	582.698.630	51,24
Bidang Manajemen & Lainnya / Management and Other Fields	0	902.446.173	42,42	0	543.356.647	47,81
Jumlah / Total	**1.488.000.000**	**2.127.194.550**	**142,96**	**1.137.132.673**	**1.126.055.277**	**99,05**

Realisasi Biaya Program Berdasarkan Gender 2023 – 2024

Program Cost Realization Based on Gender in 2023 – 2024

Gender	2024		2023	
	Realisasi (Rp) / *Realization (Rp)*	Komposisi / *Composition*	Realisasi (Rp) / *Realization (Rp)*	Komposisi / *Composition*
Laki-laki / Male	1.712.506.804	80,51	971.705.277	86,29
Perempuan / Female	414.687.746	19.49	154.350.000	13,71
Jumlah / Total	**2.127.194.550**	**100,00**	**1.126.055.277**	**100,00**

Sumber Daya Manusia (SDM)
Human Capital (HC)

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS DEWAN KOMISARIS, SEKRETARIS PERUSAHAAN, UNIT AUDIT INTERNAL, DAN UNIT MANAJEMEN RISIKO

Informasi pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Dewan Komisaris, Sekretaris Perusahaan, Unit Audit Internal, dan Unit Manajemen Risiko di sepanjang tahun 2024 adalah sebagai berikut:

EDUCATION AND/OR TRAINING OF THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, SECRETARY OF THE BOARD OF COMMISSIONERS, CORPORATE SECRETARY, INTERNAL AUDIT UNIT, AND RISK MANAGEMENT UNIT

Information on education and/or training of the Board of Commissioners, Board of Directors, Committees, Secretary of the Board of Commissioners, Corporate Secretary, Internal Audit Unit, and Risk Management Unit throughout 2024 is as follows:

Tabel Program Pendidikan dan/atau Pelatihan Tahun 2024 **Education and/or Training Program in 2024**

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
DIREKSI / BOARD OF DIRECTORS				
Suherman Yahya Direktur Utama / President Director		Seminar *Roadmap* Penyehatan Dana Pensiun / Pension Fund Recovery Roadmap Seminar	08 Juli 2024 / July 08, 2024	SIG
		Kepatuhan Persaingan Usaha / Business Competition Compliance	30 Juli 2024 / July 30, 2024	Komisi Pengawas Persaingan Usaha / Business Competition Supervisory Commission
		Strategi Investasi Dana Pensiun Dalam Menghadapi Dinamika Suku Bunga / Pension Fund Investment Strategy in Facing Interest Rate Dynamics	25 September 2024 / September 25, 2024	ADPI
		Workshop ESG Framework, ESG Metrics & ESG Rating	10 November 2024 / November 10, 2024	Lean Accounting Indonesia
		Workshop Financial Modelling For CorporateCapital ESG Investment & Financial ESG (FESG) Score	17 November 2024 / November 17, 2024	Lean Accounting Indonesia
		Workshop Financial Modelling For Risk Management Using Value At Risk (VaR)	15 Desember 2024 / December 15, 2024	Lean Accounting Indonesia
Muhammad Syafitri Direktur Operasi / Director of Operations		Penerapan Efisiensi Pada BUMN / Efficiency Implementation In SOEs	21 Maret 2024 / March 21, 2024	Kementerian Koordinator Bidang Perekonomian / Coordinating Ministry for Economic Affairs
		Health & Industrial Hygiene Management	22 Mei 2024 / May 22, 2024	SIG & ITS
		Advancing Decarbonisation Technologies in Asia	02 - 05 Juni 2024 / June 02 – 05, 2024	Cemtech Asia & ASI
		Learn & Share "Implementasi Industri 4.0 di Industri Semen dan Program Nasional Lighthouse / Learn & Share "Implementation of Industry 4.0 in the Cement Industry and the National Lighthouse Program	16 Juli 2024 / July 16, 2024	SIG & Kementerian Perindustrian

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
Rahmat Hidayat Direktur (Fungsi Keuangan dan SDM) / Director (Finance and HC Function)		*Training Strategic Leadership Development Program* (SLDP)	24 - 25 Januari 2024 / January 24 - 25, 2024	*Online Meeting*
		Training Strategic Leadership Development Program (SLDP)	22 Februari 2024 / February 22, 2024	The East, Jakarta
		Executive Leadership Workshop	06 Maret 2024 / March 06, 2024	*Online Meeting*
		Coaching Strategic Leadership Development Program (SLDP)	13 - 14 Maret 2024 / March 13 - 14, 2024	*Online Meeting*
		Training Strategic Leadership Development Program (SLDP)	29 April 2024 / April 29, 2024	The East, Jakarta
		Pelatihan QRGP - QCRO / QRGP - QCRO Training	04 - 05 September 2024 / September 04 - 05, 2024	Js. Luwansa Hotel, Jakarta
DEWAN KOMISARIS / BOARD OF COMMISSIONERS				
Alex Iskandar Munaf Komisaris Utama/ Komisaris Independen / President Commissioner/ Independent Commissioner	Sosialisasi / Dissemination	Business Continuity Management System (BCMS)	Jakarta/ 22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
	Sosialisasi / Dissemination	Program Budaya Risiko / Risk Culture Program	Jakarta / 07 November 2024 / Jakarta, November 07, 2024	KAP Heliantono & Rekan
	Konferensi Nasional / National Conference	Sustainability for Organizational Resilience and Competitive and Advantage	Jakarta/ 12-13 Desember 2024 / Jakarta, December 12-13, 2024	LSP Manajemen Risiko / LSP Risk Management
	Pelatihan Profesional / Professional Training	ASEAN Corporate Governance Scorecard	Jakarta/ 20 Desember 2024 / Jakarta, December 20, 2024	ACGS
Chowadja Sanova Komisaris Independen / Independent Commissioner	Sosialisasi / Dissemination	Business Continuity Management System (BCMS)	Jakarta/22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
Hadi Daryanto Komisaris / Commissioner	Pelatihan Profesional / Professional Training	On Boarding Commissioner Program	Jakarta/ 12-13 Januari 2024 / Jakarta, January 12-13, 2024	Kementerian BUMN
	Sosialisasi / Dissemination	Business Continuity Management System (BCMS)	Jakarta/ 22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
	Webinar	Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN / BUMN Organs and Human Resources based on BUMN Omnibus	Jakarta/ 28 Mei 2024 / Jakarta, May 28, 2024	PT Pratama Indomitra Konsultan
	Sosialisasi / Dissemination	Program Budaya Risiko / Risk Culture Program	Jakarta / 07 November 2024 / Jakarta, November 07, 2024	KAP Heliantono & Rekan

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
Inosentius Samsul Komisaris / Commissioner	Sosialisasi / Dissemination	Business Continuity Management System (BCMS)	Jakarta/ 22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
	Webinar	Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN / BUMN Organs and Human Resources based on BUMN Omnibus	Jakarta/ 28 Mei 2024 / Jakarta, May 28, 2024	PT Pratama Indomitra Konsultan
	Pelatihan Profesional / Professional Training	On Boarding Commissioner Program	Jakarta/ 07 - 08 Agust 2024 / Jakarta, August 07-08, 2024	Kementerian BUMN / Ministry of State-Owned Enterprises
	Sosialisasi / Dissemination	Program Budaya Risiko / Risk Culture Program	Jakarta 07 November 2024 / November 07, 2024	KAP Heliantono & Rekan
SEKRETARIS DEWAN KOMISARIS / BOARD OF COMMISSIONERS SECRETARY				
Agus Darmawan	Pelatihan Sertifikasi Profesional / Professional Certification Training	Sertifikasi Legal Auditor (Ahli Auditor Hukum) / Legal Auditor Certification (Legal Auditor Expert)	Jakarta/ 22-26 Januari dan 08 Maret 2024 / Jakarta, January 22-26, and March 08, 2024	Badan Nasional Sertifikasi Profesi – Lembaga Sertifikasi Profesi Auditor Hukum Indonesia / National Professional Certification Agency – Indonesian Legal Auditor Professional Certification Agency
KOMITE AUDIT / AUDIT COMMITTEE				
Chowadja Sanova, Ketua Komite Audit / Head of Audit Committee	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			
Alex Iskandar Munaf, Anggota Komite Audit / Audit Committee Member	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
Ramza Aziz, Anggota Komite Audit / Audit Committee Member	Sosialisasi / Dissemination	Business Continuity Management System (BCMS)	Jakarta/ 22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
	Sosialisasi / Dissemination	Diseminasi Hasil Kajian Penerapan Tahun Pertama HAU dalam LAI atas Laporan Keuangan Auditan Emiten / Dissemination of the Results of the Study on the Implementation of the First Year of HAU in LAI on the Audited Financial Reports of Issuers	Jakarta/ 05 Januari 2024 / Jakarta, January 05, 2024	Ikatan Akuntan Publik Indonesia dan OJK / Indonesian Public Accountants Association and OJK
	Pelatihan Profesional / Professional Training	Kupas Tuntas Ketentuan Penerapan Prinsip Kewajaran dan Kelaziman Usaha Dalam Transaksi Yang Dipengaruhi Hubungan Istimewa / A Comprehensive Review of the Provisions on the Implementation of the Principles of Fairness and Business Custom in Transactions Influenced by Special Relationships	Jakarta/ 20 Februari 2024 / Jakarta, February 20, 2024	IAI
	Pelatihan Profesional / Professional Training	Integrating Internal Control & Risk Management	Jakarta/ 12 Desember 2024 / Jakarta, December 23, 2024	Kantor Jasa Akuntan Surya Dinamika Global Makmur / Surya Dinamika Global Makmur Accounting Services Office
	Pelatihan Profesional / Professional Training	Standar dan implementasi sustainability reporting (update IFRS S1 dan S2) / Sustainability reporting standards and implementation (IFRS S1 and S2 updates)	Jakarta/ 17 Desember 2024 / Jakarta, December 17, 2024	Ikatan Akuntan Publik Indonesia dan OJK / Indonesian Public Accountants Association and OJK
	Pelatihan Profesional / Professional Training	Mendalami Perubahan Iklim dan Pasar Karbon: Regulasi, insentif dan strategi pajak karbon / Exploring Climate Change and Carbon Markets: Regulation, Incentives and Carbon Tax Strategy	Jakarta/ 18 Desember 2024 / Jakarta, December 18, 2024	Ikatan Akuntan Publik Indonesia / Indonesian Public Accountants
	Pelatihan Profesional / Professional Training	Analisis kinerja investasi fisibel, kinerja kas dan kinerja keuangan untuk keberlanjutan usaha / Analysis of feasible investment performance, cash performance and financial performance for business sustainability	Jakarta/ 21 Desember 2024 / Jakarta, December 21, 2024	Ikatan Akuntan Publik Indonesia / Indonesian Public Accountants
KOMITE NOMINASI DAN REMUNERASI / NOMINATION AND REMUNERATION COMMITTEE				
Alex Iskandar Munaf Ketua Komite Nominasi dan Remunerasi / Head of Nomination and Remuneration Committee	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			
Hadi Daryanto Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			
Chowadja Sanova Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
Inosentius Samsul Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			
KOMITE MANAJEMEN RISIKO / RISK MANAGEMENT COMMITTEE				
Hadi Daryanto Ketua Manajemen Risiko / Head of Risk Management Committee	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			
Inosentius Samsul Anggota Komite Manajemen Risiko / Risk Management Committee Member	Telah disajikan dalam tabel pelatihan Dewan Komisaris / Please refer to the Board of Commissioners training			
Fahmi Anhar Nurdianto Anggota Komite Manajemen Risiko / Risk Management Committee Member	Sosialisasi / Dissemination	Business Continuity Management System (BCMS)	Jakarta/ 22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
	Webinar	Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN / BUMN Organs and Human Resources based on BUMN Omnibus	Jakarta/ 28 Mei 2024 / Jakarta, May 28, 2024	PT Pratama Indomitra Konsultan
	FGD	Penguatan Tata Kelola Manajemen Risiko dan Kepatuhan (GRC) Sektor Publik Menuju Indoneisa Emas 2045 / Strengthening Public Sector Risk Management and Compliance (GRC) Governance Towards Golden Indonesia 2045	Jakarta/ 26 Juni 2024 / Jakarta, June 26, 2024	IRMAPA
	Webinar	Peran Integritas Bagi Penciptaan Kinerja Berprinsip Secara Berkelanjutan dalam Melayani Kebutuhan Masyarakat / The Role of Integrity in Creating Sustainable Principled Performance in Serving Community Needs	Jakarta/ 30 Juli 2024 / Jakarta, July 30, 2024	IRMAPA
	Summit	Leadership For Suistainable Impact: GRC, ESG dan SDGs / Leadership for Sustainable Impact: GRC, ESG and SDGs	Jakarta/ 23 Agustus 2024 / Jakarta, August 23, 2024	IRMAPA,CRMS
	Sosialisasi / Dissemination	Program Budaya Risiko / Risk Culture Program	Jakarta / 07 November 2024 / Jakarta, November 07, 2024	KAP Heliantono & Rekan
	Webinar	Marketing Mix Strategy	Jakarta / 17 Desember 2024 / Jakarta, December 17, 2024	SIG Group

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
Fransisca Niken Handini Anggota Komite Manajemen Risiko / Risk Management Committee Member	Sosialisasi	Business Continuity Management System (BCMS)	Jakarta/ 22 Februari 2024 / Jakarta, February 22, 2024	RWI Consulting
	Webinar	Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN / BUMN Organs and Human Resources based on BUMN Omnibus	Jakarta/ 28 Mei 2024 / Jakarta, May 28, 2024	PT Pratama Indomitra Konsultan
	Webinar	Riskhub International	Jakarta/ 12 Juni 2024 / Jakarta, June 12, 2024	IRMAPA, IRMA
	FGD	Penguatan Tata Kelola Manajemen Risiko dan Kepatuhan (GRC) Sektor Publik Menuju Indoneisa Emas 2045 / Strengthening Public Sector Risk Management and Compliance (GRC) Governance Towards Golden Indonesia 2045	Jakarta/ 26 Juni 2024 / Jakarta, June 26, 2024	IRMAPA
	Webinar	Peran Integritas Bagi Penciptaan Kinerja Berprinsip Secara Berkelanjutan dalam Melayani Kebutuhan Masyarakat / The Role of Integrity in Creating Sustainable Principled Performance in Serving Community Needs	Jakarta/ 30 Juli 2024 / Jakarta, July 30, 2024	CRMS
	Webinar	Strategi Implementasi POJK 22/2023 dalam Industri Jasa Keuangan / Strategy of POJK 22/2023 Implementation in the Financial Services Industry	Jakarta/ 07 Agustus 2024 / Jakarta, August 07, 2024	CRMS
	Summit	Leadership For Suistainable Impact: GRC, ESG dan SDGs / Leadership for Sustainable Impact: GRC, ESG and SDGs	Jakarta/ 23 Agustus 2024 Jakarta/ 23 Agustus 2024 / Jakarta, August 23, 2024	IRMAPA, CRMS
	Sosialisasi / Dissemination	Program Budaya Risiko / Risk Culture Program	Jakarta / 07 November 2024 / Jakarta, November 07, 2024	KAP Heliantono & Rekan
	Webinar	Marketing Mix Strategy	Jakarta / 17 Desember 2024 / Jakarta, December 17, 2024	SIG Group
SEKRETARIS PERUSAHAAN / CORPORATE SECRETARY				
Hari Liandu (VP of Coporate Secretary)	Pelatihan Umum / General Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Baturaja, 07 November 2024 / Baturaja, November 07, 2024	PT Semen Baturaja Tbk
	Pelatihan Umum / General Training	Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Bandar Lampung, 11 November 2024 / Bandar Lampung, November 11, 2024	PT Semen Baturaja Tbk
	Pelatihan Online / Online Training	Executive Leadership Workshop	Online / 06 Maret 2024 / Online, March 06, 2024	CLD SIG
	Pelatihan Online / Online Training	Learn & Share: Business Model Innovation	Online / 21 Juni 2024 / Online, June 21, 2024	SIG
	Pelatihan Online / Online Training	Learn & Share: Implementasi Industri 4.0 di Industri Semen / Learn & Share: Implementation of Industry 4.0 in the Cement Industry	Online / 16 Juli 2024 / Online, July 16, 2024	SIG
	Pelatihan Online / Online Training	Learn & Share: Sustainable Development Goals	Online / 08 Agustus 2024 / Online, August 08, 2024	SIG

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
UNIT AUDIT INTERNAL / INTERNAL AUDIT UNIT				
Heru Rusdiansyah VP of Internal Audit	In House Training	(IHT Site Palembang) Basic Safety Training - Batch 1	Palembang / 23 April 2024 / Palembang, April 23, 2024	PT Semen Baturaja Tbk
		Juri SMBR Innovation Awards 2024 / 2024 SMBR Innovation Awards Jury	Baturaja / 1 - 10 Juli 2024 / Baturaja, July 1-10, 2024	PT Semen Baturaja Tbk
		Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Procurement Procedures for Goods and Services	Baturaja / 26 September 2024 / Baturaja, September 26, 2024	SIG & PT Semen Baturaja Tbk
	Pelatihan Umum / General Training	National Anti-Fraud Conference 2024	Bandung / 05-06 September 2024 / Bandung, September 05-06, 2024	Association of Certified Fraud Examiners
		Qualified Internal Auditor (QIA) Tingkat Manajerial / Qualified Internal Auditor (QIA) Managerial Level	Jakarta / 18-28 November 2024 / Jakarta, November 18-28, 2024	Yayasan Pendidikan Internal Audit
	Pelatihan Online / Online Training	Executive Leadership Workshop	Online / 06 Maret 2024 / Online, March 06, 2024	CLD SIG
		Project Retrospective Replikasi Inovasi SIG: Tema #2 Electrical / Project Retrospective Replication of SIG Innovation: Theme #2 Electrical	Online / 28 Maret 2024 / Online, March 28, 2024	SIG
		Learn and Share: Ngovi Series: Menulis Makalah, kok sulit sih. Kita Bedah Yuk. / Learn and Share: Ngovi Series: Writing Papers, Why is it Difficult? Let's Discuss It.	Online / 15 Mei 2024 / Online, May 15, 2024	SIG
		Learn & Share: Financial Planning - Trik Investasi Emas yang Jarang Diketahui / Learn & Share: Financial Planning - Gold Investment Tricks That Are Rarely Known	Online / 06 Juni 2024 / Online, June 06, 2024	SIG
		Learn & Share: Kepabeanan / Learn & Share: Customs	Online / 07 Juni 2024 / Online, June 07, 2024	SIG
		Learn & Share: Basic Logistic Management	Online / 28 Juni 2024 / Online, June 28, 2024	SIG
		Learn & Share: Peraturan Perundangan K3 dan Lingkungan / Learn & Share: Occupational Health and Safety and Environmental Regulations	Online / 26 Juli 2024 / Online, July 26, 2024	SIG
		Learn & Share: Sustainable Development Goals	Online / 08 Agustus 2024 / Online, August 08, 2024	SIG
		Learn & Share: Brand Equity Management	Online / 14 Agustus 2024 / Online, August 14, 2024	SIG

Sumber Daya Manusia (SDM)
Human Capital (HC)

Nama dan Jabatan / *Name and Position*	Jenis Pendidikan dan Pelatihan / *Type of Education and Training*	Materi Pendidikan dan Pelatihan / *Education and Training Material*	Tempat/Tanggal / *Place/Date*	Penyelenggara / *Organizer*
UNIT MANAJEMEN RISIKO / RISK MANAGEMENT UNIT				
Fitria Margaretha VP of Human Capital & Governance, Risk and Compliance	In House Training	IHT Basic Safety Training Batch 3 (Site Palembang)	Palembang / 02 Mei 2024 / Palembang, May 02, 2024	PT Semen Baturaja Tbk
		Sosialisasi Prosedur Pengadaan Barang dan Jasa / Dissemination of Procurement Procedures for Goods and Services	Baturaja / 26 September 2024 / Baturaja, September 26, 2024	SIG & PT Semen Baturaja Tbk
	Pelatihan Umum / General Training	Sosialisasi Asuransi Aset Tetap / Fixed Asset Insurance Socialization	Baturaja/ 06 November 2024 / Baturaja, November 06, 2024	PT Mitra Harmoni Insurance Broker & PT Jasindo
		Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Inderalaya / 05 November 2024 / Inderajaya, November 05, 2024	PT Semen Baturaja Tbk
		Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Bandarlampung / 11 November 2024 / Bandar Lampung, November 11, 2024	PT Semen Baturaja Tbk
		Narasumber & Pendamping Narasumber SMBR Mengajar / Speaker and Speaker Mentor at SMBR Teaching	Palembang / 12 November 2024 / Palembang, November 12, 2024	PT Semen Baturaja Tbk
		Motivator Yudisium Periode I T.A. 2024/2025 Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Palembang / Motivator of the First Period of Graduation for the Academic Year 2024/2025 Faculty of Economics and Business, Universitas Muhammadiyah Palembang	Palembang/ 16 November 2024 / Palembang, November 16, 2024	Universitas Muhammadiyah Palembang
	Pelatihan Online / Online Training	Executive Leadership Workshop	Online / 06 Marert 2024 / Online, March 06, 2024	CLD SIG
		Learn & Share Project Retrospective Replikasi Inovasi SIG / Learn & Share Project Retrospective Replication of SIG Innovation	Online / 19 Maret 2024 / Online, March 19, 2024	SIG
		ReportaSIG (Project Retrospective Replikasi Inovasi SIG) #3": "Mechanical & Mining" / ReportaSIG (Project Retrospective Replication of SIG Innovation) #3": "Mechanical & Mining"	Online / 19 April 2024 / Online April 19, 2024	KM SIG
		Talkshow Hari Kartini 2024 : Bangkit Semangat Berjuang secara Profesional, Srikandi SIG Hebat! / Kartini Day Talkshow 2024: Raise the Spirit to Fight Professionally, Great SIG Srikandi!	Online / 21 April 2024 / Online, April 21, 2024	Srikandi SIG
		Learn and Share - Akhlak Series : Leadership Day - Building Resilient Team	Online / 30 Mei 2024 / Online May 30, 2024	SIG
		Online Course "Commercial Negotiation"	Online / 23 Oktober 2024 / Online, October 23, 2024	SIG
		Sosialisasi Program Budaya Resiko / Dissemination of Risk Culture Program	Online / 07 November 2024 / Online, November 07, 2024	KAP Heliantono & Rekan

Sumber Daya Manusia (SDM)
Human Capital (HC)

RENCANA PENGELOLAAN DAN PENGEMBANGAN SDM TAHUN 2025

Perusahaan telah menyusun rencana pengembangan kompetensi karyawan untuk tahun 2025. Rencana pengembangan dilakukan dengan menyelaraskan pada budaya AKHLAK, hal tersebut dilakukan untuk menciptakan SDM yang unggul, dan berkualitas. Pengembangan kompetensi akan dilakukan mulai dari level Jabatan *staff*, *Manager* hingga *Vice President*.

Berdasarkan Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024, Perusahaan telah menyusun program pengembangan kompetensi karyawan. Rencana pengembangan kompetensi yang akan dilakukan di tahun 2025 adalah sebagai berikut:

HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT PLAN FOR 2025

The Company has prepared an employee competency development plan for 2025. The development plan is carried out by aligning it with the AKHLAK culture. This is done to create excellent and quality Human Capital. Competency development will be carried out starting from the staff position level, Manager to Vice President.

Based on the Company's Long-Term Plan (RJPP) 2020-2024, the Company has prepared an employee competency development program. The competency development plan that will be carried out in 2025 is as follows:

	Program Training / Training Program
	Corporate Secretary
1	*Good Corporate Governance*
2	*Business Legal Contract Drafting*
3	Humas dan Protokoler / Public Relations and Protocol
4	*Advanced Contract Management*
5	Teknik Pengendalian biaya CSR (*Effective CSR*) / CSR Cost Control Techniques (Effective CSR)
6	Strategi Komunikasi Program CSR (*CSR Communication Training*) / CSR Program Communication Strategies (CSR Communication Training)
7	Peraturan perundang-perundangan terbaru / Latest Regulations
8	ISO 26000 dan SROI / CSR Program Communication Strategies (CSR Communication Training)
9	*Transfer Knowledge (Knowledge management)*
	Internal Audit
1	Dasar-dasar Audit / Basics of Audit
2	Audit Operasional / Operational Audit
3	*Certified Practitioner of Internal Audit* (CPIA)
4	*Fraud Detection and Investigation*
5	Sertifikasi Auditor Kecurangan (CFE) / Certified Fraud Auditor (CFE)
6	*Transfer Knowledge (Knowledge Management)*
	Procurement
1	Sertifikasi Pengadaan Barang dan Jasa / Certification of Procurement of Goods and Services
2	*Warehouse Management*
3	*Supply Chain Management*
4	*Transfer Knowledge (Knowledge Management)*
	Logistic
1	Manajemen Distribusi / Distribution Management
2	*Warehouse Management*
3	*Supply Chain Management*
4	*Transfer Knowledge (Knowledge Management)*

Sumber Daya Manusia (SDM)
Human Capital (HC)

	Department Mining & Waste
1	Audit Manajemen K3 Tambang / Mining OHS Management Audit
2	Implementasi Sistem Manajemen Keselamatan Pertambangan / Implementation of Mining Safety Management System
3	Reklamasi Lahan eks Tambang / Reclamation of Ex-Mining Land
4	Sistem Pemetaan dan Survey Tambang / Mine Mapping and Survey System
5	Pengawas Operasional Utama / Principal Operational Supervisor
6	Resolusi Konflik di Wilayah Pertambangan / Conflict Resolution in Mining Areas
7	*Transfer Knowledge (Knowledge Management)*
	Department of Production
1	Manajemen Operasi / Operation Management
2	Operator Pita Transport / Transport Tape Operator
3	Operator Elevator & Eskalator / Elevator & Escalator Operator
4	*Troubleshooting Operasional Pabrik* / Plant Operational Troubleshooting
5	*Weighing System*
6	*Dedusting System*
7	*Utility & Auxiliary System*
8	Pengelolaan Dokumen Laboratorium / Laboratory Document Management
9	*Quality Control & Improvement*
10	*Transfer Knowledge (Knowledge Management)*
	Department of Maintenance
1	Manajemen Pemeliharaan / Maintenance Management
2	Teknik Pelumasan / Lubrication Techniques
3	Teknik *Hydraulic* / Hydraulic Techniques
4	NDT
5	Teknik *Balancing* / Balancing Technique
6	PLC Sistem / PLC System
7	*Troubleshooting* Pemeliharaan Pabrik / Troubleshooting plant maintenance
8	*Total Productive Maintenance*
9	Inovasi Award
10	*Transfer Knowledge (Knowledge Management)*
	Department of Technical Plant
1	Konservasi Energi / Energy Conservation
2	*Quality Assurance*
3	*Shaft Alignment*
4	Analisis dan Pengujian Material / Material Analysis and Testing
5	Manajemen Proyek / Project Management
6	Estimasi Ketidak pastian dan Pengukuran / Uncertainty Estimation and Measurement
7	Transformasi Industri 4.0 / Industry 4.0 Transformation
8	*Transfer Knowledge (Knowledge Management)*
	Unit of Health, Safety & Environment
1	Bimtek Proper / Proper Technical Guidance
2	Perlindungan Keanekaramanan Hayati untuk PROPER / Biodiversity Protection for PROPER
3	Penyegaran Penanggulangan Bahaya Kebakaran / Fire Hazard Management Refresher
4	HIRADC
5	*Emergency Response Training*
6	Investigasi Kecelakaan Kerja / Workplace Accident Investigation
7	Pengeloaan Dokumen AMDAL / AMDAL Document Management
8	*Transfer Knowledge (Knowledge Management)*

Sumber Daya Manusia (SDM)
Human Capital (HC)

	Accounting & Finance
1	Manajemen Keuangan / Financial Management
2	Perpajakan dan Asuransi / Taxation and Insurance
3	Manajemen Piutang / Accounts Receivable Management
4	Analisa Laporan Keuangan / Financial Statement Analysis
5	Penyusunan Laporan Keuangan / Financial Statement Preparation
6	Sertifikasi Kompetensi IT / IT Competency Certification
7	*Business Intelligence*
8	Manajemen IT *Help Desk* / IT Help Desk Management
9	*Web Structure & Design*
10	*Transfer Knowledge (Knowledge Management)*
	Performance Management Office
1	*Strategic Planning and Performance Management*
2	*Customer Experience Management*
3	Manajemen Strategi Bisnis / Business Strategy Management
4	*Transfer Knowledge (Knowledge Management)*
	***Human Capital* & GRC**
1	*Risk Management*
2	GRC
3	*Human Resources Management*
4	Perancangan System Manajemen Kinerja / Design of Performance Management System
5	*Identification & Analysis of Training Needs*
6	*General Affair Development*
7	Talent Manajemen / Talent Management
8	*Transfer Knowledge (Knowledge Management)*

Program Sertifikasi **Certification Program**

	Sertifikasi Profesi / Profession Certification
1	Sertifikasi Ahli K3 Muda Lingkungan Kerja / Junior Occupational Health and Safety Expert Certification
2	Petugas P3K di Lingkungan Kerja / First Aid Officer in the Workplace
3	Sertifikasi Teknisi K3 Listrik / Electrical Occupational Health and Safety Technician Certification
4	Sertifikasi Juru Las / Welder Certification
5	Sertifikasi Teknisi K3 Bidang Pesawat Tenaga & Produksi / Occupational Health and Safety Technician Certification in the Power & Production Field
6	Teknisi Peralatan Instrumen & Listrik / Instrument & Electrical Equipment Technician
7	Sertifikasi Operator CCR / CCR Operator Certification
8	Sertifikasi Ahli K3 Umum / General Occupational Health and Safety Expert Certification
9	Sertifikasi Petugas Damkar Kelas D / D Class Firefighter Certification
10	Operator pesawat Angkat Angkut / Lifting Aircraft Operator
11	Teknisi Pesawat Angkat Angkut / Lifting Aircraft Technician
12	Operator *Over Head Crane* / Overhead Crane Operator
13	Operator Mesin Perkakas / Machine Tool Operator
14	Operator Kompresor dan Tangki Timbun / Compressor and Storage Tank Operator
15	Teknisi Kalibrasi *Weigher* / Weigher Calibration Technician

Sumber Daya Manusia (SDM)
Human Capital (HC)

16	Petugas K3 *Confined Space* / Confined Space Occupational Health and Safety Officer
17	Operator *Forklift* Kelas II / Class II Forklift Operator
18	Teknisi K3 Perancah / Scaffolding Occupational Health and Safety Technician
19	Operator Elevator dan Eskalator / Elevator and Escalator Operator
20	Pengelolaan Pengadaan Barang dan Jasa / Procurement Management of Goods and Services
	Resertifikasi / Recertification
1	Operator CCR Raw Mill / CCR Raw Mill Operator
2	Operator CCR Kiln / CCR Kiln Operator
3	Operator CCR *Cement Mill* / CCR Cement Mill Operator
4	AK 3 Umum / General Occupational Health and Safety Expert
5	Operator *Forklift* Kelas II / Class II Forklift Operator
6	Operator Motor Diesel / Diesel Motor Operator

Perusahaan telah menganggarkan biaya untuk pengembangan kompetensi karyawan sejumlah Rp1,51 miliar, nilai tersebut mengalami peningkatan sebesar 1,48% jika dibandingkan anggaran tahun 2024 sejumlah Rp1,49 miliar.

vThe Company has budgeted costs for employee competency development of Rp1.51 billion, an increase of 1.48% compared to the 2024 budget of Rp1.49 billion.

PROGRAM KESELAMATAN DAN KESEHATAN KERJA (K3)

KOMITMEN DAN KEBIJAKAN

Perusahaan menempatkan aspek Keselamatan dan Kesehatan Kerja (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. Pengelolaan aspek K3 di lingkup Perusahaan mengacu pada peraturan perundang-undangan sebagai berikut:

1. Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja;
2. Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan;
3. Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3);
4. Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah pengganti Undang-Undang No. 2 tahun 2022 tentang Cipta Kerja menjadi Undang-Undang.

OCCUPATIONAL HEALTH AND SAFETY PROGRAM (OHS)

COMMITMENT AND POLICY

The Company places Occupational Health and Safety (OHS) aspects as the main priority in work and activities at the Company and is a culture that must be adhered to in supporting the sustainability of the Company's business and adding value for stakeholders. Management of OHS at the Company refers to the following statutory regulations:

1. Law No. 1 of 1970 on Occupational Safety;
2. Law No. 13 of 2003 on Employment;
3. Government Regulation No. 50 of 2012 on Implementation of Occupational Health and Safety Management Systems (OHSMS);
4. Law No. 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law No. 2 of 2022 concerning Job Creation to Become Law.

Sumber Daya Manusia (SDM)
Human Capital (HC)

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. Perseroan wajib untuk melaksanakan syarat-syarat keselamatan dan kesehatan kerja untuk kepentingan Perseroan maupun kepentingan karyawan sesuai dengan peraturan perundang-perundangan yang berlaku;
2. Perseroan menyelenggarakan pembinaan karyawan untuk keselamatan dan kesehatan kerja serta membentuk panitia pembina keselamatan dan kesehatan kerja (P2K3);
3. Perusahaan menyediakan alat-alat keselamatan kerja diatur dalam peraturan pelaksanaan dengan keputusan direksi;
4. Karyawan wajib mengikuti, menaati segala bentuk peraturan, ketentuan dan prosedur seperti tanda/rambu atau tulisan yang berkaitan dengan norma keselamatan dan kesehatan kerja;
5. Karyawan wajib memakai dan memelihara alat-alat/perlengkapan keselamatan kerja dengan baik dan teliti serta memelihara lingkungan kerja yang aman;
6. Karyawan wajib segera melaporkan kepada atasan atau petugas lainnya, bila terdapat sumber bahaya atau kejadian kecelakaan.

In planning OHS activities, the Company is obliged to implement Occupational Health and Safety requirements for the interests of the Company and employees in accordance with applicable laws and regulations, which include:

1. The Company is obliged to implement Occupational Health and Safety requirements for the interests of the Company and employees in accordance with applicable laws and regulations;
2. The Company organizes employee training for Occupational Health and Safety and forms an Occupational Health and Safety advisory committee (P2K3);
3. The Company provides work safety equipment as regulated in implementing regulations by decision of the board of directors;
4. Employees are obliged to comply with all forms of regulations, provisions and procedures such as signs/signs or writings relating to Occupational Health and Safety norms;
5. Employees are required to use and maintain work safety tools/equipment properly and carefully and maintain a safe work environment;
6. Employees are obliged to immediately report to their superiors or other officers if there is a source of danger or accident.

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.

Dalam implementasinya, 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

OCCUPATIONAL HEALTH AND SAFETY ADVISORY COMMITTEE (P2K3)

The Company has established an Occupational Health and Safety Advisory Committee (P2K3) as a forum for employee participation in implementing OHS in the workplace. The P2K3 has the main duty of being an auxiliary body at work to provide suggestions and considerations, whether requested or not, to the employers/workplace administrators concerned regarding Occupational Health and Safety issues.

In its implementation, P2K3 members represent all permanent employees in providing suggestions, feedback, and criticisms on the implementation of OHS practices. The committee is established at three different sites, each comprising a chairperson, vice-chairman, secretary, work safety sector, occupational health sector, and work

Sumber Daya Manusia (SDM)
Human Capital (HC)

evaluasi terhadap pelaksanaan *safety talk/toolbox meeting* harian di tiap unit kerja dalam upaya pencegahan kecelakaan.

environment sector. Additionally, P2K3 monitors and evaluates the implementation of daily safety talks or toolbox meetings in each work unit to prevent accidents.

Hingga 31 Desember 2024, susunan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) adalah sebagai berikut:

As of December 31, 2024, the composition of the Occupational Health and Safety Advisory Committee (P2K3) is as follows:

Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Tahun 2024

Occupational Health and Safety Advisory Committee (P2K3) in 2024

Struktur Organisasi P2K3 / *P2K3 Organizational Structure*	Nama / *Name*
Site Palembang / Palembang Site	
Ketua / Head	Ramlan Wahyudi
Wakil Ketua / Deputy Head	Andi Panji Kumoro
Sekretaris / Secretary	Imam Pratama Azi
Bidang Keselamatan Kerja / Occupational Safety Sector	Evan Susanto
Bidang Kesehatan Kerja / Occupational Health Sector	Achmad Hadinata
Bidang Lingkungan Kerja / Work Environment Sector	Nurdias Ramadhani
Site Baturaja / Baturaja Site	
Ketua / Head	Taufik
Wakil Ketua / Deputy Head	Eko David Irawan
Sekretaris / Secretary	Meriadi
Bidang Keselamatan Kerja / Occupational Safety Sector	Muri Tajam
Bidang Kesehatan Kerja / Occupational Health Sector	Ana Ayulina
Bidang Lingkungan Kerja / Work Environment Sector	Randy Prayuda
Site Panjang / Panjang Site	
Ketua / Head	Kristan Teguh Prawito
Wakil Ketua / Deputy Head	Andy Aprizal
Sekretaris / Secretary	Agussatria Wardana
Bidang Keselamatan Kerja / Occupational Safety Sector	Yurnalis
Bidang Kesehatan Kerja / Occupational Health Sector	Eri Noprianto
Bidang Lingkungan Kerja / 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*

EMPLOYEE CERTIFICATION IN OHS

The Company always carries out employee coaching and development to fulfill the basic competencies and technical expertise required to produce competent and professional Human Capital in OHS. Employee competency development in OHS is carried out through learning methods which include on-the-job training, participation in seminars, training

Sumber Daya Manusia (SDM)
Human Capital (HC)

the job training, penyertaan dalam seminar, pelatihan dan program sertifikasi. Informasi sertifikasi karyawan di bidang K3 yang masih berlaku adalah sebagai berikut:

and certification programs. Information on employee certification in the OHS sector that is still valid is as follows:

Daftar Sertifikasi Karyawan di Bidang K3 **List of Employee Certifications in OHS**

No	Nama / *Name*	Sertifikasi / *Certification*	Masa Berlaku / *Valid Until*
1	Ari Bagito	Pembinaan Pengawasan Norma K3 (AK3 Umum) / Development of Supervision of OHS Norms (General OHS Expert)	28 Februari 2028 / February 28, 2028
2	Ocvein Tryo Naldo	Pembinaan Pengawasan Norma K3 (AK3 Umum) / Development of Supervision of OHS Norms (General OHS Expert)	28 Februari 2028 / February 28, 2028
3	Rio Julianto	Pembinaan Pengawasan Norma K3 (AK3 Umum) / Development of Supervision of OHS Norms (General OHS Expert)	28 Februari 2028 / February 28, 2028
4	Randy Prayuda	Pembinaan Pengawasan Norma K3 (AK3 Umum) / Development of Supervision of OHS Norms (General OHS Expert)	28 Februari 2028 / February 28, 2028
5	Meriadi	Pembinaan Pengawasan Norma K3 (AK3 Umum) / Development of Supervision of OHS Norms (General OHS Expert)	28 Februari 2028 / February 28, 2028
6	Agussatria Wardana	Pembinaan K3 Bidang P3K di Tempat Kerja / OHS Development in First Aid at Work	19 Maret 2023 / March 19, 2023
7	Moh Herdy Ariansyah	Pembinaan K3 Bidang P3K di Tempat Kerja / OHS Development in First Aid at Work	19 Maret 2023 / March 19, 2023
8	Maulana Furqon	Pembinaan K3 Bidang P3K di Tempat Kerja / OHS Development in First Aid at Work	19 Maret 2023 / March 19, 2023
9	Nurdias Ramadhani	Pembinaan K3 Bidang P3K di Tempat Kerja / OHS Development in First Aid at Work	19 Maret 2023 / March 19, 2023
10	Muhammad Akbar	Pembinaan K3 Bidang P3K di Tempat Kerja / OHS Development in First Aid at Work	19 Maret 2023 / March 19, 2023
11	Aryo Wahyudi	Pembinaan Teknik K3 Bidang Kimia / OHS Engineering Development in Chemistry	20 Agustus 2023 / August 20, 2023
12	Rio Julianto	Petugas Peran Kebakaran Kelas D / Class D Firefighter Role	30 November 2023 / November 30, 2023
13	Hady Salaam	Pembinaan K3 Bidang P3K di Tempat Kerja / OHS Development in First Aid at Work	2029
14	Yudi Apriansyah	K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut / OHS Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector	15 Maret 2024 / March 15, 2024
15	Indra Hajiman	K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut / OHS Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector	15 Maret 2024 / March 15, 2024
16	Novriandi	K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut / OHS Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector	15 Maret 2024 / March 15, 2024
17	Didi Ari Prawira	K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut / OHS Technician/Test Inspection Officer in the Lift and Transport Aircraft Sector	15 Maret 2024 / March 15, 2024
18	Yudi Apriansyah	Sertifikasi Operator Mobile Crane Kelas 2 / Class 2 Mobile Crane Operator Certification	02 April 2024 / April 02, 2024
19	Sudarsono	Sertifikasi Operator Mobile Crane Kelas 3 / Class 3 Mobile Crane Operator Certification	02 April 2024 / April 02, 2024
20	Novriandi	Sertifikasi Operator Mobile Crane / Mobile Crane Operator Certification	02 April 2024 / April 02, 2024
21	Yudi Apriansyah	Sertifikasi Juru Ikat (Rigger) / Rigger Certification	30 Desember 2023 / December 30, 2023
22	Sudarsono	Sertifikasi Juru Ikat (Rigger) / Rigger Certification	30 Desember 2023 / December 30, 2023

Sumber Daya Manusia (SDM)
Human Capital (HC)

No	Nama / *Name*	Sertifikasi / *Certification*	Masa Berlaku / *Valid Until*
23	Novriandi	Sertifikasi Juru Ikat (Rigger) / Rigger Certification	30 Desember 2023 / December 30, 2023
24	Jumairi	Sertifikasi Operator CCR Raw Mill / CCR Raw Mill Operator Certification	03 Oktober 2023 / October 03, 2023
25	Epandriansa	Sertifikasi Operator CCR Raw Mill / CCR Raw Mill Operator Certification	03 Oktober 2023 / October 03, 2023
26	Yuda Prawinata	Sertifikasi Operator CCR Kiln / CCR Kiln Operator Certification	03 Oktober 2023 / October 03, 2023
27	Moch. Fachrurohman	Sertifikasi Operator CCR Kiln / CCR Kiln Operator Certification	03 Oktober 2023 / October 03, 2023
28	Doris Wely Rusdi	Sertifikasi Operator CCR Cement Mill / CCR Cement Mill Operator Certification	03 Oktober 2023 / October 03, 2023
29	Burhanudin	Sertifikasi Operator CCR Cement Mill / CCR Cement Mill Operator Certification	03 Oktober 2023 / October 03, 2023

CAPAIAN KESELAMATAN DAN KESEHATAN KERJA

Perusahaan senantiasa berupaya untuk meningkatkan kinerja aspek Keselamatan dan Kesehatan Kerja serta Lingkungan Hidup (K3LH). Hal ini dilakukan untuk meminimalisir kecelakaan kerja dan penyakit yang diakibatkan dari lingkungan kerja yang berdampak terhadap kesehatan karyawan.

Informasi statistik tingkat kecelakaan kerja di 3 (tiga) *site* milik Perusahaan, yakni *Site* Palembang, *Site* Baturaja, dan *Site* Panjang dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

Statistik Kecelakaan Kerja 2022 – 2024

OCCUPATIONAL HEALTH AND SAFETY ACHIEVEMENTS

The Company continuously strives to improve the performance of Occupational Health and Safety and the Environment (OHSE) aspects to minimize work accidents and illnesses resulting from the work environment which may impact employee health.

Statistical information on work accident rates at the Company's 3 (three) sites, namely the Palembang Site, Baturaja Site and Panjang Site in the last 3 (three) years is as follows:

Work Accident Statistics in 2022 – 2024

Uraian / *Description*	2024	2023	2022
Site Palembang / Palembang Site			
Cidera Ringan / Minor Injury	0	0	0
Cidera Berat / Serious Injury	0	0	0
Meninggal Dunia / Fatality	0	0	0
Site Baturaja / Baturaja Site			
Cidera Ringan / Minor Injury	0	0	0
Cidera Berat / Serious Injury	0	0	0
Meninggal Dunia / Fatality	0	0	0
Site Panjang / Panjang Site			
Cidera Ringan / Minor Injury	0	0	0
Cidera Berat / Serious Injury	0	0	0
Meninggal Dunia / Fatality	0	0	0

Sumber Daya Manusia (SDM)
Human Capital (HC)

Secara berkala, Perusahaan berusaha untuk mewujudkan tidak terdapat kecelakaan kerja (*zero accident*) yang terjadi di lingkungan kerja Perusahaan. Upaya ini menjadi komitmen Perusahaan dalam melaksanakan operasional yang aman, dan nyaman serta sesuai dengan standar prosedur keamanan.

Periodically, the Company strives to ensure that there are zero work accidents at the Company. This effort is the Company's commitment to carrying out safe and comfortable operations in accordance with standard security procedures.

SERTIFIKASI DAN PENGHARGAAN BIDANG K3

Informasi sertifikasi bidang K3 yang diperoleh Perusahaan dan masih berlaku di tahun 2024, serta penghargaan bidang K3 yang berhasil diraih Perusahaan di sepanjang tahun 2024 adalah sebagai berikut:

OHS CERTIFICATION AND AWARDS

Information on OHS certification obtained by the Company and still valid in 2024, as well as OHS awards achieved by the Company throughout 2023 are as follows:

Tabel Sertifikasi Bidang K3 / **Table of OHS Certification**

No	Sertifikasi / *Certification*	Pemberi / *Issuer*	Diterima / *Year Issued*	Masa Berlaku / *Expiration Date*
1	Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Palembang / Palembang Plant Occupational Health and Safety Management System	Kementerian Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia	2023	2026
2	Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Baturaja / Baturaja Plant Occupational Health and Safety Management System	Kementerian Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia	2023	2026
3	Sistem Manajemen Keselamatan dan Kesehatan Kerja Pabrik Panjang / Panjang Plant Occupational Health and Safety Management System	Kementerian Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia	2023	2026

Tabel Penghargaan Bidang K3 Tahun 2024 / **Table of OHS Awards in 2024**

No	Penghargaan / *Award*	Penyelenggara / *Organizer*	Cakupan / *Scope*	Perolehan / *Subject*
1	*Zero Accident* Pabrik Baturaja	Kementerian Tenaga Kerja RI / Ministry of Manpower of the Republic of Indonesia	Nasional / National	Penghargaan Kecelakaan Nihil / Zero Accident Award
2	*Zero Accident* Pabrik Palembang	Kementerian Tenaga Kerja RI / Ministry of Manpower of the Republic of Indonesia	Nasional / National	Penghargaan Kecelakaan Nihil / Zero Accident Award
3	*Zero Accident* Pabrik Panjang	Kementerian Tenaga Kerja RI / Ministry of Manpower of the Republic of Indonesia	Nasional / National	Penghargaan Kecelakaan Nihil / Zero Accident Award

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.

MANAGEMENT ASSESSMENT OF OHS ACHIEVEMENTS

The Company acknowledges that its Human Capital (HC) 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.

Sumber Daya Manusia (SDM)
Human Capital (HC)

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 dan Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah pengganti Undang-Undang No. 2 tahun 2022 tentang Cipta Kerja menjadi Undang-Undang. 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.

The Company always strives to fulfill employee rights in compliance with applicable laws and regulations, such as the Republic of Indonesia's Manpower Law No. 13 of 2003 and Law No. 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law No. 2 of 2022 concerning Job Creation to Become Law. 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 Health and Safety Management System (OHSMS). These regulations serve as the foundation for the Company in establishing industrial relations with its employees.

Di tahun 2024, Dewan Komisaris dan Direksi menilai bahwa pengelolaan K3 pada Perusahaan telah dilakukan dengan baik, di mana Perusahaan kembali memperoleh kinerja operasional dengan *Zero Accident* untuk ketiga *site* baik di Baturaja, Palembang dan Panjang. Hal ini merupakan sebuah bentuk apresiasi atas komitmen dan kerja nyata seluruh pekerja maupun mitra Perusahaan dalam mengimplementasikan *Safety* di setiap pekerjaan di Perusahaan. Pencapaian ini secara berkelanjutan akan terus dilaksanakan dengan kesadaran penuh secara bersama-sama untuk masa depan Perusahaan yang lebih gemilang.

In 2024, the Board of Commissioners and Board of Directors assessed that the management of OHS in the Company had been carried out effectively, where the Company again achieved operational performance with Zero Accident for the three sites, namly in Baturaja, Palembang and Panjang. This is a form of appreciation for the commitment and concrete work of all workers and company partners in implementing Safety in every job in the Company. This achievement will continue to be carried out sustainably with full awareness together for a brighter future for the Company.

Perusahaan bersama seluruh insan Semen Baturaja menerapkan budaya K3 secara baik dan menyeluruh. Komitmen Manajemen dan seluruh insan Semen Baturaja dalam mempertahankan budaya K3 yang telah terbentuk diharapkan dapat semakin mendukung kinerja operasional Perusahaan. 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 yang memiliki dampak positif bagi perkembangan Perusahaan.

The Company together with all Semen Baturaja employees implement the OHS culture properly and comprehensively. The commitment of Management and all Semen Baturaja employees in maintaining the OHS culture that has been formed is expected to further support the Company's operational performance. The OHS culture that requires time and a complex process to change the safety behavior of everyone involved in every line of the company is a product of values in individuals that determine the commitment to do something that has a positive impact on the development of the Company.

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

Teknologi Informasi (TI) atau *Information and Communication Technology* (ICT) menjadi aspek penting untuk mendukung perkembangan dan kemajuan Perusahaan. Cepat dan pesatnya perubahan teknologi menuntut Perusahaan agar lebih adaptif untuk mengikuti dinamika perubahan bisnis di masa mendatang. Perusahaan diharuskan mengadaptasi dan menggunakan teknologi terkini untuk menjangkau aset-aset vital, meningkatkan efisiensi dan produksi, serta menekan serendah mungkin dampak terhadap lingkungan dalam setiap proses produksi yang dilakukan Perusahaan.

Information Technology (IT) or Information and Communication Technology (ICT) is a crucial aspect to support the development and progress of the Company. The speed and rapidity of technological change requires companies to be more adaptive to follow the dynamics of business changes in the future. The Company must adapt and use the latest technology to reach vital assets, increase efficiency and production, and reduce the impact on the environment as low as possible in every production process.



Pengelolaan teknologi informasi dan komunikasi atau *Information and Communication Technology* (ICT) di lingkup Perusahaan berada di bawah tanggung jawab Department of Accounting & Finance yang dikepalai oleh VP of Accounting & Finance dan bertanggung jawab langsung kepada Direktur (Fungsi Keuangan dan SDM).

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)



Perusahaan memandang bahwa salah satu unsur utama sebagai *key enabler* dalam merealisasikan strategi bisnis adalah pemanfaatan dan pengembangan ICT. Perusahaan senantiasa berupaya untuk terus mengembangkan pengelolaan ICT berdasarkan industri 4.0 melalui pemanfaatan teknologi *Internet of Things* (IoT), *Artificial Intelligence* (AI), otomasi pabrik, serta digital platform bisnis. Dengan ICT yang memadai, diharapkan ICT dapat berperan sebagai peranti yang menghasilkan dan mengelola aset berupa data dan informasi berharga milik Perusahaan. Pengembangan ICT juga akan memudahkan dan meningkatkan efektivitas proses komunikasi, pengambilan keputusan serta pelaksanaan kegiatan operasional Perusahaan.

The Company recognizes that the utilization and development of Information and Communication Technology (ICT) is a key 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, plant 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.

Management of information and communication technology (ICT) at the Company is under the responsibility of the Department of Accounting & Finance which is led by the VP of Accounting & Finance and is directly responsible to the Director (Finance and HC Function).

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

DASAR KEBIJAKAN PENGELOLAAN SERTA PENGEMBANGAN TEKNOLOGI INFORMASI DAN KOMUNIKASI PERUSAHAAN

Dasar kebijakan pengelolaan serta pengembangan teknologi informasi dan komunikasi Perusahaan adalah sebagai berikut:

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; dan
13. *Control Objective for* IT (COBIT), ISACA.

POLICY BASIS FOR INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT

The Company's information and communication technology management and development policies refers to the following:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies;
2. Presidential Regulation of the Republic of Indonesia No. 54 of 2018 on National Strategy for Preventing Corruption;
3. Minister of SOE Regulation No. 01 of 2011 on Implementation of Good Corporate Governance in StateOwned Enterprises, last amended by Minister of StateOwned Enterprises Regulation No. PER-09/MBU/2012 of 2012;
4. Minister of SOE Regulation No. PER-02/MBU/2013 of 2013 on Guidelines for Preparing Information Technology Governance for State-Owned Enterprises, last amended through Minister of SOE Regulation No. PER-03/MBU/02/2018 of 2018;
5. PT Semen Baturaja Tbk Good Corporate Governance Code;
6. PT Semen Baturaja Tbk ICT Governance Guidelines;
7. PT Semen Baturaja Tbk Integrated Governance Risk and Compliance (GRC) Policy and Guidelines;
8. Baturaja Cement Management System Guidelines (SMSB);
9. PT Semen Baturaja Tbk Long Term Company Plan (RJPP) 2020-2024;
10. 2022-2026 IT Masterplan;
11. Shareholder Directions for 2022 in the IT sector;
12. The Indonesia Good Corporate Governance Manual, OJK International Financial Corporation, 2014;
13. Control Objective for IT (COBIT), ISACA

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

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 *Department of Accounting & Finance* yang dikepalai oleh *VP of Accounting & Finance* dan bertanggung jawab langsung kepada Direktur (Fungsi Keuangan dan SDM). Berdasarkan Surat Keputusan Direksi No. PH.01.04/004/2023 tanggal 01 Februari 2023, Perusahaan mengangkat Doddy Irawan sebagai *VP of Accounting & Finance*.

Informasi struktur organisasi pengelola teknologi informasi dan komunikasi atau *Information and Communication Technology* (ICT) di lingkup Perusahaan tahun 2024 adalah sebagai berikut:

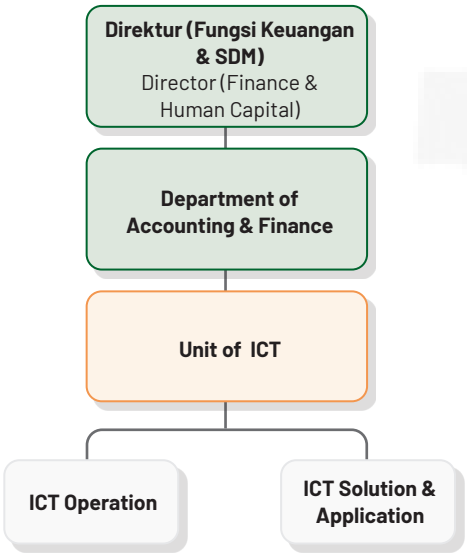
Struktur Organisasi Pengelola ICT Perusahaan Tahun 2024

INFORMATION AND COMMUNICATIONS TECHNOLOGY MANAGEMENT ORGANIZATION

Management of information and communication technology (ICT) at the Company is under the responsibility of the Department of Accounting & Finance which is led by the VP of Accounting & Finance and is directly responsible to the Director (Finance and HR Function). Based on Board of Directors Decree No. PH.01.04/004/2023 dated February 1, 2023, the Company appointed Doddy Irawan as VP of Accounting & Finance.

Information on the organizational structure of Information and Communication Technology (ICT) management at the Company in 2024 is as follows:

ICT Management Organizational Structure in 2024



Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

TUGAS DAN TANGGUNG JAWAB

Department of Accounting & Finance 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.

Tugas dan tanggung jawab *Department of Accounting & Finance* khususnya unit kerja pengelola ICT Perusahaan adalah 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 mengkoordinasikan 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;
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.

DUTIES AND RESPONSIBILITIES

The Department of Accounting & Finance, especially the Company's ICT management work unit, has the duty and responsibility to manage the Company's information and communication technology, including meeting the needs of or developing the Company's information and communication technology.

The duties and responsibilities of the Department of Accounting & Finance, especially the Company's ICT management work unit, are as follows:

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. 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.

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

TATA KELOLA TEKNOLOGI INFORMASI DAN KOMUNIKASI

Implementasi ICT Perusahaan berpedoman pada Tata Kelola ICT dan peraturan yang berlaku, baik dalam kegiatan operasional, perencanaan, sampai pada pengembangan teknologi informasi dan komunikasi Perusahaan. Secara berkala, pedoman tersebut telah dilakukan reviu oleh manajemen, dan dilakukan pembaharuan yang disesuaikan dengan perkembangan teknologi serta perkembangan dinamika bisnis Perusahaan.

Dalam implementasinya, seluruh jajaran Manajemen dan Insan SMBR, telah memiliki kesadaran tentang arti penting dan sifat kritis akan teknologi informasi dan komunikasi Perusahaan. Perusahaan melakukan investasi, pengembangan, dan pemanfaatan ICT, dilakukan secara optimal dan lebih berhati-hati, serta disesuaikan dengan kebutuhan dan perkembangan lingkungan bisnis. Upaya tersebut dilakukan agar 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*).

Pedoman Tata Kelola ICT Perusahaan mengatur hal-hal mengenai pengelolaan dan penggunaan layanan ICT. Ruang lingkup pedoman Tata Kelola ICT adalah sebagai berikut:

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.

INFORMATION AND COMMUNICATIONS TECHNOLOGY GOVERNANCE

Implementation of ICT Governance refers to the Company's ICT Governance Guidelines and applicable regulations in operations, planning, and development of Company information and communication technology. Periodically, these guidelines have been reviewed by management, and updated to suit technological developments and the Company's business dynamics.

In its implementation, all levels of management and SMBR personnel shall possess awareness of the importance and critical nature of the Company's information and communication technology. The Company invests, develops and utilizes ICT, optimally and more carefully, and adapting it to the needs and development of the business. These efforts are made so that the Company can avoid various tHCeats, failures and unwanted losses, arising from internal fraud and external crime.

The Company's ICT Governance Guidelines regulate matters regarding the management and use of ICT services. The scope of ICT Governance guidelines is as follows:

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 Capital (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.

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

Lebih lanjut, di dalam pedoman Tata Kelola ICT Perusahaan mencakup prinsip dan komponen yang wajib diperhatikan oleh Manajemen dan pengelola ICT Perusahaan dalam merencanakan, mengembangkan, dan mengelola ICT Perusahaan. Prinsip dan komponen Tata Kelola ICT Perusahaan adalah sebagai berikut:

Furthermore, the Company ICT Governance guidelines include principles and components that must be considered by the Management and Company ICT managers in planning, developing and managing Company ICT. The principles and components of Corporate ICT Governance are as follows:

Prinsip dan Komponen Tata Kelola ICT Perusahaan / **ICT Governance Principles and Components**

No	Prinsip Tata Kelola / *Governance Principles*	Komponen Tata Kelola / *Governance Component*
1	Terpenuhinya kebutuhan para pemangku kepentingan / Fulfilment of the needs of stakeholders	Proposisi Nilai ICT SMBR / SMBR ICT Value Proposition
2	Menunjang kegiatan seluruh grup (from end-to-end) / Supporting the activities of the entire group (from end-to-end)	Perencanaan / Planning
3	Berdasarkan pada satu kerangka kerja terpadu di seluruh grup / Based on one unified framework across the group	Proses Pengelolaan ICT (pengembang dan pengoperasian) / ICT Management Process (developer and operation)
4	Memungkinkan Perusahaan menerapkan pendekatan yang bersifat holistik terhadap berbagai aspek kegiatan / Enable the Company to apply a holistic approach to various aspects of its activities	Manajemen risiko dan keberlanjutan layanan ICT / ICT service risk management and sustainability
5	Memisahkan dengan jelas antara pengambil keputusan, pelaksana, dan pengawas ICT / Clear separation between decision makers, implementers, and ICT supervisors	Pengendalian, pengawasan/pemantauan, dan evaluasi kinerja / Control, supervision/ monitoring, and performance evaluation

Penjelasan mengenai prinsip dan komponen Tata Kelola ICT Perusahaan adalah sebagai berikut:

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.

Terdapat *value* yang wajib dihasilkan oleh ICT SMBR, *value* tersebut adalah sebagai berikut:

a. Layanan yang memberikan nilai bisnis;
b. Keandalan layanan;
c. Dukungan layanan 24/7;
d. Layanan yang lebih efisien karena *economic of scale*;
e. Layanan yang responsif terhadap kebutuhan pengembangan layanan baru; dan
f. Keberlanjutan usaha.

Description of the principles and components of Corporate ICT Governance is as follows:

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.

The values that must be generated by ICT SMBR are as follows:

a. Services that provide business value
b. Service reliability
c. 24/7 service support
d. More efficient service due to economic of scale
e. Services that are responsive to new service development needs
f. Business Continuity

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

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:

i) Visi, Misi dan Rencana Jangka Panjang Perusahaan (RJPP) SMBR;
ii) Kondisi operasional SMBR dan persaingan industri semen;
iii) Realisasi implementasi dan kondisi layanan ICT;
iv) Perkembangan teknologi dan manajemen;
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:

i) Rencana Kerja Tahunan;
ii) Kebutuhan Anggaran Operasional Tahunan;
iii) 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.

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:

i) Vision, Mission and Corporate Long-Term Plan (RJPP) of SMBR.
ii) SMBR operational conditions and cement industry competition.
iii) Realization of implementation and conditions of ICT services
iv) Development of technology and management.
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:

i) Annual work plan.
ii) Annual Operational Budget Requirements
iii) Annual Investment Plan (Capital Expenditure or Capex).

The work plan, operational and Work plans, operational budgets, and investment budgets are submitted to the Board of Directors for approval as part of the RKAP. The ICT function compiles, determines, and measures key performance indicators (KPI) 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.

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

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.

Lebih lanjut, sumber daya ICT wajib dikelola secara efektif guna menghasilkan nilai yang optimal bagi Perusahaan. Sumber daya yang dimaksud adalah sebagai berikut:

a. 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.

b. Sumber Daya Infrastruktur dan Aplikasi

Sumber daya berupa infrastruktur dan aplikasi ICT di Perusahaan mencakup ICT infrastruktur, aplikasi/*software*, lisensi, dan *source code*.

c. 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. Perusahaan senantiasa menerapkan manajemen keberlanjutan secara efektif dalam pengelolaan ICT.

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:

a. 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.

b. Infrastructure and Application Resources

The Company's ICT resources encompass infrastructure and applications, which consist of ICT infrastructure, applications/software, licenses, and source code.

c. Human Capital

Human Capital play a crucial role in the Company as they serve as decision makers, managers, and users of ICT. The Company's HC management policies are responsible for fulfilling the needs and developing the skills and competencies of Human Capital related to ICT.

4. Risk Management and Sustainability of ICT Services

The sustainability of the Company's business is dependent on the reliability of its (CT systems. Therefore, the Company places great emphasis on effective sustainability management in the management of ICT.

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

Perusahaan telah menyusun kerangka kerja manajemen risiko ICT yang disesuaikan dengan kerangka kerja Perusahaan. Kerangka manajemen risiko ICT mencangkup hal-hal sebagai berikut:

a. Komunikasi dan konsultasi dengan para pihak yang berkepentingan;
b. Penetapan Konteks Risiko ICT SMBR;
c. Identifikasi Risiko ICT;
d. Analisis Risiko ICT;
e. Evaluasi Risiko ICT;
f. Penanganan Risiko ICT;
g. Pemantauan.

Perusahaan telah menentukan eksposur atau tingkat risiko ICT berdasarkan tingkat kemungkinan terjadinya suatu risiko dan nilai dampaknya. Dalam hal ini, skala penilaiannya disesuaikan dengan kebijakan manajemen risiko Perusahaan. Ketentuan dan standar terkait manajemen risiko dan ICT *service continuity management* adalah sebagai berikut:

a. Incident Management;
b. Problem Management;
c. Information Security Management;
d. 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.

The Company has developed an ICT risk management framework that is adapted to the Company's framework. The ICT risk management framework covers the following:

a. Communication and consultation with interested parties;
b. Determination of SMBR ICT Risk Context;
c. ICT Risk Identification;
d. ICT Risk Analysis;
e. ICT Risk Evaluation;
f. ICT Risk Management;
g. Monitoring

The Company has determined the exposure or level of ICT risk based on the level of possibility of a risk occurring and the value of its impact. The assessment scale is adjusted to the Company's risk management policy. Provisions and standards related to risk management and ICT service continuity management are as follows:

a. Incident Management;
b. Problem Management;
c. Information Security Management;
d. 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.

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

KETENTUAN KEAMANAN SISTEM TEKNOLOGI INFORMASI DAN KOMUNIKASI PERUSAHAAN

Dalam melakukan pengelolaan dan pemanfaatan layanan ICT Perusahaan memiliki ketentuan untuk menjaga keamanan sistem teknologi informasi dan komunikasi Perusahaan. Ketentuan keamanan sistem ICT Perusahaan adalah sebagai berikut:

1. Ketentuan mengenai *user device: hardware* seperti desktop, laptop, *mobile device*, dan penggunaan *software* yang berlisensi maupun *free*;
2. Ketentuan mengenai *network*;
3. Ketentuan mengenal aplikasi: *email*, internet, *account*, dan *password*, serta pertukaran data.

INFORMATION AND COMMUNICATION TECHNOLOGY SYSTEM SECURITY TERMS

In managing and utilizing ICT services, the Company has terms to maintain the security of the Company's information and communication technology systems. The Company's ICT system security provisions are as follows:

1. Terms regarding user devices: hardware such as desktops, laptops, mobile devices, and the use of licensed and free software;
2. Terms regarding the network;
3. Terms for getting to know the application: email, internet, accounts, and passwords, as well as data exchange

PROGRAM STRATEGIS TEKNOLOGI INFORMASI DAN KOMUNIKASI TAHUN 2024

Di tahun 2024, Perusahaan telah merealisasikan program strategis ICT yang tertuang dalam Arsitektur Sistem Informasi Perusahaan di antaranya:

1. Aplikasi *Tracking Jounal Entry*
2. Aplikasi *e-auction*
3. Aplikasi *booking* DO
4. Pengembangan Aplikasi Audit
5. Integrasi Hatuha dan *E-voucher*
6. Pengembangan Hatuha untuk *Payroll* dan PJK
7. Pengembangan D*ashboard Business Intelligence*
8. Peningkatan *Security*
9. Pemenuhan DR untuk *Availabili*ty
10. *Review User Access*

Program strategis ICT yang direalisasikan di tahun 2023 adalah sebagai berikut:

1. Aplikasi *Tracking Jounal Entry*
2. Aplikasi *e-auctiion*
3. Aplikasi *booking* DO
4. Pengembangan Aplikasi Audit
5. Integrasi Hatuha *dan E-voucher*
6. Pengembangan Hatuha untuk *Payroll* dan PJK
7. Pengembangan *Dashboard Business Intelligence*
8. Peningkatan *Security*
9. Pemenuhan DR untuk *Availability*
10. *Review User Access*

INFORMATION AND COMMUNICATION TECHNOLOGY STRATEGIC PROGRAM IN 2024

In 2024, the Company has realized the strategic ICT program as stated in the Company's Information System Architecture, as follows:

1. Tracking Application for Journal Entry
2. E-auction Application
3. DO Booking Application
4. Audit Application Development
5. Hatuha and E-voucher Integration
6. Hatuha Development for Payroll and PJK
7. Business Intelligence Dashboard Development
8. Security Improvement
9. DR Fulfillment for Availability
10. User Access Review

The ICT strategic programs to be realized in 2024 are as follows:

1. Tracking Application for Journal Entry
2. E-auction Application
3. DO Booking Application
4. Audit Application Development
5. Hatuha and E-voucher Integration
6. Hatuha Development for Payroll and PJK
7. Business Intelligence Dashboard Development
8. Security Improvement
9. DR Fulfillment for Availability
10. User Access Review

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

PELAKSANAAN INISIATIF DAN PENGEMBANGAN TEKNOLOGI INFORMASI DAN KOMUNIKASI PERUSAHAAN TAHUN 2024

Di tahun 2024, Perusahaan telah merealisasikan sebanyak 15 inisiatif di bidang ICT yang dikelompokkan ke dalam tiga kelompok inisiatif, yaitu bidang pengembangan sistem, bidang pengembangan jaringan dan *server*, serta bidang *governance*.

IMPLEMENTATION OF ICT INITIATIVES AND DEVELOPMENT IN 2024

In 2024, the Company has implemented ... initiatives in the ICT sector which are grouped into three groups of initiatives, namely system development sector, network and server development sector, and governance sector.

Inisiatif yang dilakukan Perusahaan dalam pengembangan ICT di tahun 2024 adalah sebagai berikut:

Tabel Pelaksanaan Inisiatif dan Pengembangan ICT Tahun 2024

The initiatives undertaken by the Company in ICT development in 2024 are as follows:

Implementation of ICT Initiatives and Development in 2024

Kelompok Inisiatif / *Initiative Group*	Inisiatif / *Initiative*	Uraian / *Description*	Status
Bidang Pengembangan Sistem / Systems Development	Aplikasi *Tracking Jounal Entry* / Tracking Application for Journal Entry	Aplikasi *Journal Accounting* / Journal Accounting Application	-
	Aplikasi e-auction / E-auction Application	Aplikasi Auction / Auction Application	-
	Aplikasi *booking* DO / DO Booking Application	Aplikasi *booking* DO online / Online DO booking application	Terealisasikan / Realized
	Pengembangan Aplikasi Audit / Audit Application Development	Aplikasi Internal Audit / Internal Audit Application	Terealisasikan / Realized
	Pengembangan *Dashboard Business Intelligence* / Business Intelligence Dashboard Development	Penambahan *dashboard-dashboard Business Intelligence* / Addition of Business Intelligence dashboards	Terealisasikan / Realized
	Integrasi Hatuha dan E-voucher / Hatuha and E-voucher Integration	Integrasi Bank dengan aplikasi pembayaran Vendor / Bank integration with Vendor payment application	Terealisasikan / Realized
	Pengembangan Hatuha untuk Payroll dan PJK / Hatuha Development for Payroll and PJK	Integrasi Bank dengan pembayaran internal / Bank integration with internal payment	Terealisasikan / Realized
	Peningkatan *security* dan fitur *Easy Access* / Security and Easy Access Feature Improvement	Pengembangan celah *Fake* GPS / Development of Fake GPS loopholes	Terealisasikan / Realized
Bidang Pengembangan Jaringan dan Server / Network and Server Development	*Rehost Server*	Pemindahan Server dari kampus PPG ke Baturaja / Server transfer from PPG campus to Baturaja	Terealisasikan / Realized
	Migrasi SAP / SAP Migration	Migrasi dari DC BSD ke Cloud AWS / Migration from DC BSD to Cloud AWS	Terealisasikan / Realized
	Implementasi Web *Aplication Firewall* (WAF) / Web Application Firewall (WAF) Implementation	Perlindungan aplikasi *public* dari serangan / Protection of public applications from attacks	Dalam proses / On Progress
	Migrasi IP ke *Hostname* / IP Migration to Hostname	Mengubah IP menjadi nama Server / Changing IP to Server name	Terealisasikan / Realized
	Penyediaan Services *Add On Next Gen Firewall Existing* / Provision of Add On Services for Next Gen Firewall Existing	Penambahan *feature* pada *firewall fortiget* / Addition of features on fortiget firewall	Terealisasikan / Realized
	Penyediaan Data Center di Rumah Dinas Direksi Palembang / Provision of Data Center at the Official Residence of the Directors of Palembang	Penyediaan Data Center untuk Server On Prime di BSD / Provision of Data Center for Server On Prime in BSD	Dalam proses / On Progress
	Penyediaan Koneksi untuk Replikasi / Provision of Connection for Replication	Koneksi replikasi backup aplikasi Baturaja ke DC PPG / Backup replication connection of Baturaja application to DC PPG	Terealisasikan / Realized

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

Kelompok Inisiatif / *Initiative Group*	Inisiatif / *Initiative*	Uraian / *Description*	Status
Bidang Governance / Governance	Review User Access / User Access Review	Melakukan *review* akses *user* terhadap aplikasi ERP SAP / Reviewing user access to SAP ERP application	Terealisasikan / Realized
	Pengujian DRC berkala / Periodic DRC Testing	Memenuhi ketersedian system / Meeting system availability	Terealisasikan / Realized

Perusahaan juga telah menyiapkan dan melakukan beberapa inisiatif strategis terkait Integrasi IT dengan SIG. Upaya tersebut dilakukan untuk menciptakan *value* bagi perusahaan melalui Integrasi sesuai dengan yang telah tertuang dalam Buku Putih yang telah disusun. Informasi inisiatif strategi tersebut adalah sebagai berikut:

1. Integrasi pengelolaan IT infrastruktur dengan Semen Indonesia.
2. Sinergi dengan Semen Indonesia terkait peningkatan *security system.*
3. Integrasi dengan aplikasi yang ada di Semen Indonesia agar satu dalam sistem layanan.

The Company has also prepared and carried out several strategic initiatives related to IT integration with SIG. These efforts are made to create value for the Company through integration in accordance with what has been stated in the White Paper that has been prepared. Information on these strategic initiatives is as follows:

1. Integration of IT infrastructure management with Semen Indonesia.
2. Synergy with Semen Indonesia regarding security system improvement.
3. Integration with the existing applications at Semen Indonesia to be one in the service system.

PENCAPAIAN PENTING TAHUN 2024

DI tahun 2024, Perusahaan mendapatkan pencapaian penting dari realisasi pengembangan ICT Perusahaan. Pencapaian penting yang diraih Perusahaan di tahun 2024 adalah sebagai berikut:

1. Menerapkan integrasi sistem dengan *stakeholder* seperti perbankan dalam mendukung kelancaran transaksi perusahaan dan peningkatan pelayanan kepada pelanggan
2. Pemindahan SAP ke *Cloud* AWS SIG sehingga lebih efisien dan terintegrasi dengan SIG
3. Bersinergi dengan Semen Indonesia dalam peningkatan *security* IT

KEY ACHIEVEMENTS IN 2024

In 2024, the Company realized key achievements from its ICT development with the following details:

1. Implementing system integration with stakeholders such as banking to support smooth company transactions and improve customer service
2. Migrating SAP to Cloud AWS SIG so that it is more efficient and integrated with SIG
3. Synergizing with Semen Indonesia in improving IT security

TANTANGAN PENERAPAN TEKNOLOGI INFORMASI DAN KOMUNIKASI DI TAHUN 2024

Tahun 2024 adalah tahun yang cukup berat dihadapi oleh perusahaan terutama pada instansi pemerintahan dan BUMN dimana banyak data yang bersifat kredensial bocor keluar oleh pihak yang tidak bertanggung jawab, ini merupakan sebuah tantangan berat dimana disatu sisi perusahaan harus melakukan efisiensi biaya dan di sisi lain Keamanan siber menjadi semakin penting seiring dengan meningkatnya

ICT CHALLENGES IN 2024

The year 2024 presented significant challenges for corporations, particularly government institutions and state-owned enterprises, with numerous credential data breaches perpetrated by unauthorized parties. This created a dual challenge: while companies needed to maintain cost efficiency, cybersecurity became increasingly critical amid growing reliance on internet technologies, cloud computing,

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

penggunaan internet, *cloud computing, big data, Internet of Things (IoT), artificial intelligence* (AI), dan teknologi lainnya yang menghasilkan dan mengolah data dalam jumlah besar dan sensitif. Serangan-serangan ini dapat menimbulkan dampak negatif bagi organisasi seperti kehilangan data, uang, reputasi, dan kepercayaan dari *stakeholder*. Namun tantangan tersebut dapat dilalui dengan baik oleh Perusahaan yaitu dengan melakukan sinergi bersama dan berkoordinasi dengan Semen Indonesia dalam hal peningkatan *security* dan memaksimalkan sumber daya yang ada.

big data, Internet of Things (IoT), AI, and other systems handling vast amounts of sensitive information. Such breaches risked substantial organizational impacts, including data loss, financial damage, reputational harm, and eroded stakeholder trust. However, through strong synergy and coordination with Semen Indonesia, our company successfully navigated these challenges by enhancing security measures and optimizing existing resources. This collaborative approach enabled us to strengthen our defenses while maintaining operational efficiency, demonstrating our resilience and commitment to safeguarding critical assets amidst evolving digital threats.

RENCANA STRATEGI DI TAHUN 2025

Perusahaan telah menyusun rencana pengembangan ICT di tahun 2025. Rencana strategi ICT Perusahaan di tahun 2025 adalah sebagai berikut:

- **Digitalisasi proses bisnis**
  Terus meningkatkan digitalisasi proses bisnis dengan mengembangkan aplikasi-aplikasi terintegrasi dan *tools* pendukung manajemen dalam pendukung manajemen dalam mengelola Perseroan, melakukan analisa, dan mengambil keputusan.

  Pengembangan aplikasi
  - *Host to Host*
    Penambahan fitur menggunakan SF Bank Mandiri, saat ini progress pengerjaan 95%, untuk *go live* masih menunggu kesiapan dari pihak bank Mandiri.
  - *Maintenance System Online* (MSO)
    Aplikasi untuk melakukan pengelolaan akitivitas maintenance (pemeliharaan) yang terintegrasi dengan SAP Modul PM. Aplikasi ini berbasis mobile untuk memudahkan mekanik melaporkan jika terjadi kerusakan pada alat yang ada di pabrik. Akhir Januari untuk progress masih 80%.
  - *Cargo Consolidation* (Carcon)
    Aplikasi yang digunakan adalah FIOS yang akan terintegrasi dengan SAP dan juga aplikasi turunan SAP. Progres sampai dengan akhir Januari 2025 ini progresnya masih tahap pembuatan FUR (*Form User Request*) dari pihak Logistik.

STRATEGY PLAN FOR 2025

The Company has prepared an ICT development plan for 2025. The Company's ICT strategic plan for 2025 is as follows:

- **Business process digitalization**
  Continue to improve business process digitalization by developing integrated applications and management support tools to support management in managing the Company, conducting analysis, and making decisions.

  Application development
  - Host to Host
    Additional features using SF Bank Mandiri, currently the progress of the work is 95%, as the go live phase is still waiting for Bank Mandiri.
  - Maintenance System Online (MSO)
    Application to manage maintenance activities integrated with SAP PM Module. This application is mobile-based to facilitate mechanics to report if there is damage to the equipment in the factory. Progress as of the end of January is 80%.
  - Cargo Consolidation (Carcon)
    The application used is FIOS which will be integrated with SAP and also SAP derivative applications. Progress until the end of January 2025, the progress is still at the stage of making FUR (Form User Request) from Logistics.

Teknologi Informasi dan Komunikasi (TIK)

Information and Communication Technology (ICT)

- SKSR
  Mekanisme pengembalian semen yang akan terintegrasi dengan SAP SMBR dan SAP SIG.

- **Keamanan Aplikasi**
  Keamanan aplikasi mencakup pada *Confidentiality* (kerahasiaan data), *Integrity* (integritas data) & *Availiblity* (berfungsi dan dapat diakses). Beberapa aspek dari keamanan aplikasi meliputi:
  a. *Application Security in Development*
     Meningkatkan keamanan kode pada saat pengembangan (*development*) seperti menambahkan validasi input, *secure authentication*, menambahkan *session management* dan mengikuti standar keamanan programming (*secure programming guide*).
  b. *Access Control*
     Meningkatkan keamanan akses dengan memberikan hak akses sesuai dengan tugas dari pengguna (*Role-Based Access Control*), menambahkan autentikasi dua faktor (*Multi-Factor Authentication*), dan menerapkan *Single Sign-On*.
  c. Keamanan Data
     Meningkatkan keamanan data untuk melindungi dari akses yang tidak sah, perubahan yang tidak diinginkan, pencurian, atau kerusakan dengan menggunakan *Data Encryption* dan *Data Masking*. Melakukan backup secara berkala untuk mencegah kehilangan data akibat serangan atau kesalahan sistem.
  d. Keamanan Jaringan & Infrastruktur Aplikasi
     Menggunakan *firewall* pada aplikasi sebagai sistem deteksi dan pencegahan akses tidak sah, menyaring trafik berbahaya, melindungi data sensitif dan mencegah DDoS *Attack*. Melakukan patching dan update aplikasi untuk menutup celah keamanan.

- SKSR
  Cement return mechanism that will be integrated with SAP SMBR and SAP SIG.

- **Application Security**
  Application security includes Confidentiality (data confidentiality), Integrity (data integrity) & Availability (functional and accessible). Some aspects of application security include:
  a. Application Security in Development
     Improve code security during development such as adding input validation, secure authentication, adding session management, and following programming security standards (secure programming guide).
  b. Access Control
     Improve access security by granting access rights according to user tasks (Role-Based Access Control), adding two-factor authentication (Multi-Factor Authentication), and implementing Single Sign-On.
  c. Data Security
     Improve data security to protect against unauthorized access, unwanted changes, theft, or damage by using Data Encryption and Data Masking. Perform regular backups to prevent data loss due to attacks or system errors.
  d. Network Security & Application Infrastructure
     Use a firewall in the application as a detection and prevention system for unauthorized access, filter malicious traffic, protect sensitive data and prevent DDoS Attacks. Patching and updating applications to close security gaps.

Teknologi Informasi dan Komunikasi (TIK)
Information and Communication Technology (ICT)

- ***Infrastructure* & Keamanan Jaringan**
  a. Pembuatan Topologi *Low Level Design* untuk mengidentifikasi jaringan yang ada di semua *site* (Palembang, Baturaja, Lampung, Jakarta) secara detail dan telah dilakukan pada Januari 2025.
  b. Penarikan Jalur FO dan penyediaan koneksi jaringan ke Gedung Utama SMBR telah dilakukan pada Januari 2025.
  c. Replikasi *server* DC BTA ke DC PPG akan dilakukan pada Semester II tahun 2025 .
  d. Pembuatan segmen baru pengaturan *policy* jaringan dikarenakan adanya penambahan topologi di Gedung Utama Semen Baturaja.
  e. Melakukan konfirmasi terkait pengguna akun SAP di internal SMBR.

- **Memelihara dan menginventaris Aset ICT Perusahaan**
  a. Membuat Aplikasi aset yang mencatat master aset ICT SMBR sesuai dengan SKD Nomor PH.01.02/0015A/2022.
  b. Melakukan cek fisik aset untuk pengendalian aset dan penyesuaian dengan pencatatan pembelian aset.

- **Network Infrastructure & Security**
  a. Creating a Low-Level Design Topology to identify networks in all sites (Palembang, Baturaja, Lampung, Jakarta) in detail and has been carried out in January 2025.
  b. Withdrawing FO Lines and providing network connections to the SMBR Main Building has been carried out in January 2025.
  c. Replication of the DC BTA server to the DC PPG will be carried out in Semester II of 2025.
  d. Creating a new segment for network policy settings due to the addition of topology in the Semen Baturaja Main Building.
  e. Confirming SAP account users internally at SMBR.

- **Maintaining and inventorying the Company's ICT Assets**
  a. Creating an asset application that records the SMBR ICT master assets in accordance with SKD No. PH.01.02 / 0015A / 2022.
  b. Conducting physical checks on assets for asset control and adjustments to asset purchase records.


SIG
SIG



05

Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

Berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024, Perusahaan telah menetapkan sejumlah target yang akan di capai di tahun buku.

Based on the 2024 Company Work Plan and Budget (RKAP), the Company has set several targets to be achieved in the fiscal year.

Tinjauan Perekonomian dan Industri

Economic and Industrial Overview



ANALISIS PEREKONOMIAN GLOBAL DAN NASIONAL

Dalam laporan *World Economic Outlook* (WEO), *International Monetary Fund* (IMF) memproyeksikan pertumbuhan ekonomi global mencapai 3,2% di tahun 2024. Asumsi tersebut didasarkan pada proyeksi pertumbuhan ekonomi di negara-negara maju yang diperkirakan hanya akan mencapai 1,8% selama tahun 2024, sementara pasar negara berkembang diperkirakan akan tumbuh sebesar 4,2%. Perlambatan perekonomian global disebabkan oleh ketidakstabilan politik yang terjadi di sejumlah negara di Asia dan Eropa. Kondisi tersebut telah mengguncang pasar internasional serta menambah kompleksitas terkait kebijakan fiskal dan struktural. Di samping itu, ketegangan geopolitik yang berlangsung di kawasan Timur Tengah dan konflik Rusia-Ukraina juga berkontribusi pada tingginya ketegangan dalam perdagangan global.

GLOBAL AND NATIONAL ECONOMIC ANALYSIS

The International Monetary Fund (IMF) projects in the World Economic Outlook (WEO) report that the 2024 global economic growth manages to reach 3.2%, which is based on the economic growth projection within developed countries estimated to only reach 1.8% during 2024, while emerging markets are expected to grow by 4.2%. Political instability in several countries in Asia and Europe has become the main cause of the global economic slowdown and such condition has shaken the international market while adding complexity related to fiscal and structural policies in addition to geopolitical tensions in the Middle East and the Russia-Ukraine conflict which contributes to high tensions in global trade as well.

Tinjauan Perekonomian dan Industri
Economic and Industrial Overview

Secara nasional, Badan Kebijakan Fiskal Kementerian Keuangan Republik Indonesia telah memproyeksikan pertumbuhan ekonomi domestik pada tahun 2024 menunjukkan angka yang solid dan konsisten, yaitu sebesar 5,03%. Di sisi lain, tingkat inflasi tercatat pada angka 1,57%, yang tetap berada dalam batas sasaran sebesar 2,5%.

Nationally, the Fiscal Policy Agency of the Ministry of Finance of the Republic of Indonesia has projected a solid and consistent figure of 5.03% domestic economic growth in 2024. Conversely, the inflation rate is recorded at 1.57%, which remains within the 2.5% target limit.

Lebih lanjut, Badan Pusat Statistik (BPS) mencatatkan nilai Produk Domestik Bruto (PDB) Indonesia mencapai Rp22,14 triliun, dengan PDB per kapita sebesar Rp78,6 juta atau setara dengan USD4,96. Kontribusi pertumbuhan terjadi pada berbagai sektor industri usaha, Dari sisi produksi, pertumbuhan tertinggi terjadi pada Lapangan Usaha Jasa Lainnya sebesar 9,8%. Sementara itu, pertumbuhan tertinggi dari sisi pengeluaran dicapai oleh Komponen Pengeluaran Konsumsi Lembaga *Non profit* yang Melayani Rumah Tangga (PK-LNPRT) sebesar 12,48%.

Moreover, Statistics Indonesia (BPS) recorded that Indonesia's Gross Domestic Product (GDP) reached Rp22.14 trillion, with a GDP per capita of Rp78.6 million or equivalent to USD4.96. The growth contribution occurred in various industrial business sectors. The highest growth in terms of production occurred in the Other Service Business Field at 9.8%. Meanwhile, the highest growth in terms of expenditure was achieved by the Components of Consumption Expenditures for Non-Profit Institutions Serving Households (PK-LNPRT) at 12.48%.

Secara parsial, kontribusi pertumbuhan terbesar terjadi di Pulau Jawa sebesar 57,02%, Pulau Sumatera sebesar 22,12%, Pulau Kalimantan sebesar 8,24%, Pulau Sulawesi sebesar 7,12%, Pulau Maluku dan Papua sebesar 2,69% dan Pulau Bali dan Nusa Tenggara sebesar 2,81%.

Partially, the largest growth contribution occurred in Java Island at 57.02%, Sumatera Island at 22.12%, Kalimantan Island at 8.24%, Sulawesi Island at 7.12%, Maluku and Papua Islands at 2.69% and Bali and Nusa Tenggara Islands at 2.81%.

Di tahun 2024, Bank Indonesia (BI) berhasil mempertahankan suku bunga acuan, BI *rate*, sebesar 6,00%. BI juga telah memangkas BI *rate* sebesar 25 basis poin menjadi 5,75%. Kondisi ini mampu menjaga kestabilan nilai tukar Rupiah dan pemulihan ekonomi nasional meskipun terjadi penguatan mata uang Dolar AS (USD) menyebabkan nilai tukar Rupiah (Rp) mengalami depresiasi sebesar 4,6% YoY dari Rp15.397/USD pada akhir tahun 2023 menjadi Rp16.102/USD pada akhir tahun 2024.

Bank Indonesia (BI) managed to maintain its benchmark interest rate, the BI rate, at 6.00% in 2024. BI has also cut the BI rate by 25 basis points to 5.75%. This condition can maintain the Rupiah exchange rate stability and national economic recovery, although the strengthening of the US Dollar (USD) has caused the Rupiah (Rp) exchange rate to depreciate by 4.6% YoY, from Rp15,397/USD at the end of 2023 to Rp16,102/USD at the end of 2024.

ANALISIS INDUSTRI DAN POSISI PERUSAHAAN DALAM INDUSTRI

Asosiasi Semen Indonesia (ASI) memproyeksikan adanya kontraksi terhadap permintaan semen di pasar Indonesia sebesar 0,92% YoY. Hal ini disebabkan oleh permintaan semen kantong yang terus melemah.

INDUSTRY ANALYSIS AND COMPANY POSITION IN THE INDUSTRY

The Indonesian Cement Association (ASI) projects a contraction in cement demand in the Indonesian market of 0.92% YoY. This is due to the continued bagged cement demand weakening.

Tinjauan Perekonomian dan Industri

Economic and Industrial Overview

Di tahun 2024, permintaan semen kantong domestik Indonesia turun sebesar 3,1% YoY. Lebih lanjut, permintaan semen domestik mencapai 64,9 juta ton, di mana permintaan semen kantong mencapai 45,1 juta ton, berkontribusi sebesar 69,4% dari total permintaan dan semen curah mencapai 19,8 juta ton, berkontribusi sebesar 30,6% dari total permintaan.

Di sisi lain, ASI mencatatkan pertumbuhan produksi semen mencapai 67,8 juta ton, tumbuh sebesar 1,3% YoY dari perkiraan kapasitas produksi nasional sebesar 119,9 juta ton di tahun 2024. Kondisi tersebut diikuti dengan langkah Perusahaan dalam memaksimalkan operasional. Di tahun 2024, volume produksi semen Perusahaan mencapai 2.235.191 ton, mengalami peningkatan sebesar 4,22% jika dibandingkan perolehan di tahun 2023 mencapai 2.144.653 ton.

ASI juga memproyeksikan adanya pertumbuhan penjualan semen di tahun mendatang mencapai sekitar 77 juta ton, dengan tingkat utilisasi mencapai 65%. Dari total tersebut, sekitar 70% adalah penjualan semen kantong, sementara 30% sisanya semen curah. Lebih lanjut, pada tahun mendatang Pemerintah mencanangkan program tiga juta rumah bagi masyarakat Indonesia. Kondisi ini akan mendorong peningkatan permintaan terhadap semen curah di masa mendatang.

Domestic demand for bagged cement in Indonesia fell by 3.1% YoY in 2024. Furthermore, domestic cement demand reached 64.9 million tons, where bagged cement demand reached 45.1 million tons, contributing 69.4% of total demand, and bulk cement reached 19.8 million tons, contributing 30.6% of total demand.

On the other hand, ASI recorded cement production growth reaching 67.8 million tons, growing by 1.3% YoY from the estimated national production capacity of 119.9 million tons in 2024, followed by the Company's steps in maximizing operations. In 2024, the Company's cement production volume reached 2,235,191 tons, an increase of 4.22% compared to the 2023 acquisition which reached 2,144,653 tons.

ASI also projects that there will be growth in cement sales in the coming year to reach around 77 million tons, with a 55% utilization rate. Around 70% of the total is bagged cement sales, while the remaining 30% is bulk cement. Furthermore, the Government is launching a three million home program for the Indonesian people in the upcoming year. This condition will encourage increased demand for bulk cement in the future.

Tinjauan Operasi Per Segmen Usaha

Overview of Operations Per Business Segment

DASAR PENERAPAN SEGMEN USAHA

Sesuai Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Semen Baturaja adalah melakukan usaha di bidang persemenan dan industri kimia dasar lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan. Hal tersebut dilakukan 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 Perusahaan Terbatas.

Produk yang dihasilkan oleh Perusahaan adalah semen, terak, *white clay* (tanah liat putih) dan *ground limestone*. Sementara itu, Perusahaan melalui PT Baturaja Multi Usaha (BMU) yang merupakan entitas anak, 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. Hal tersebut sebagaimana yang tersaji pada informasi keuangan, sebagai salah satu tolok ukur bagi manajemen untuk mengevaluasi kinerja Perusahaan.

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 dimiliki Perusahaan. Manajemen telah menetapkan segmen operasi berdasarkan aktivitas dari setiap kegiatan operasi Perusahaan serta entitas anak atas produk dan jasa yang dihasilkan.

SEGMEN USAHA BERDASARKAN PRODUK DAN JASA YANG DIHASILKAN

PRODUK SEMEN

Perusahaan yang bergerak dalam industri semen, Perusahaan memproduksi 4 (empat) tipe produk semen dan sejumlah produk sampingan ataupun jasa, dengan uraian yang dapat dilihat pada tabel berikut:

BASIS FOR IMPLEMENTATION OF BUSINESS SEGMENTS

In line with Article 3 of the Company's Articles of Association, the aims and objectives of Semen Baturaja 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 Company's products include cement, clinker, white clay, and ground limestone. 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.

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.

BUSINESS SEGMENT BASED ON PRODUCTS AND SERVICES PRODUCED

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.

Tinjauan Operasi Per Segmen Usaha

Overview of Operations Per Business Segment

Tabel Produk Semen **Table of Cement Products**

No	Tipe / *Type*	Uraian / *Description*
1	Ordinary Portland Cement (OPC) Tipe I Indonesian Standard: SNI No. 031/ BSKJI/ Baristand-Palembang/ MS.1/ III/2022	• 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. / 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. • OPC Tipe I tersedia dalam kemasan zak 50 kilogram, *bigbag* 1.000 kilogram dan curah. OPC Tipe I biasanya diaplikasikan pada struktur jembatan, jalan beton, komponen bangunan bertingkat seperti panel beton, tiang pancang, landasan pacu pesawat udara. / OPC 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.
2	Ordinary Portland Cement (OPC) Tipe II Indonesian Standard: SNI No. 032/BSKJI/ BaristandPalembang/ MS.1/ III/2022	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%) & panas hidrasi bersifat sedang "Medium Resistance". OPC Tipe II tersedia dalam kemasan bigbag 1.000 kilogram dan curah. OPC Tipe II biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, tanah rawa, dermaga, saluran irigasi dan bendungan. / OPC 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%) & medium hydration heat "Medium Resistance". 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 seafront, marshlands, wharves, irrigation canals and dams.
3	Ordinary Portland Cement (OPC) Tipe V SNI No. 033/ BSKJI/ BaristandPalembang/ MS.1/III/2022	OPC Tipe V merupakan salah satu jenis produk yang memenuhi kriteria SNI 2049: 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi yang memerlukan ketahanan terhadap kandungan asam sulfat tinggi (lebih dari 0,20%) & panas hidrasi bersifat tinggi "*Ultra Resistance*". OPC Tipe V tersedia dalam kemasan bigbag 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 geotermal. / 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%) & high hydration heat "Ultra Resistance". 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 seafront, swamp areas, Wastewater Treatment Plant (WWTP) buildings, mining areas, nuclear power plants and geothermal projects.
4	Portland Composite Cement (PCC) Indonesian Standard: SNI No. 015/ BSPJI-Palembang/ MS.1/II/2023	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, bigbag 1.000 kilogram dan curah. PCC biasanya diaplikasikan pada bangunan konstruksi pada umumnya seperti bangunan perumahan, gedung bertingkat, jembatan, batako, paving block. / PCC is one of the Company's 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 was at 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.

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

PRODUK TERAK

Terak atau klinker 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.

WHITE CLAY

White Clay atau tanah liat merupakan produk turunan yang dihasilkan Semen Baturaja. Bahan baku *white clay* diperoleh dari proses penambangan di area milik Perusahaan yang kemudian digiling dan dikeringkan. *White Clay* memiliki banyak kegunaan salah satunya sebagai bahan dalam proses pembuatan keramik dan pupuk NPK.

GROUND LIMESTONE

Ground Limestone atau Batu Kapur pecah merupakan produk sampingan SMBR yang digunakan di Pembangkit Listrik Tenaga Uap (PLTU) untuk mengurangi emisi sulfur dioksida (SOx) dari hasil pembakaran batu bara, serta dapat juga digunakan untuk mengurangi keasaman dalam lingkungan dan air sebagai netralisasi limbah asam tambang dan air asam.

JASA PENGANGKUTAN DAN LAIN-LAIN

Semen Baturaja 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, klinker dalam negeri, *pozzolan*, *gypsum*, dan *lateritic 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*.

CLINKER PRODUCTS

Clinker is an essential raw material for the production of cement. The process of making clinker involves burning a 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.

WHITE CLAY

White Clay is a derivative produced by Semen Baturaja. The raw material for white clay is obtained from the mining process in the Company's area, which is then milled and dried. White Clay has many uses, one of which is as a material in the ceramics and NPK fertilizer production processes.

GROUND LIMESTONE

Ground Limestone is a byproduct of SMBR used in Steam Power Plants (PLTU) to reduce sulfur dioxide (SOx) emissions from coal combustion, and it can also be used to decrease acidity in the environment and water as a neutralizer of acid mine waste and acid water.

FREIGHT SERVICES AND OTHERS

PT Baturaja Multi Usaha (BMU), a subsidiary of Semen Baturaja, 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 lateritic 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.

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

STRATEGI PENGEMBANGAN SEGMEN USAHA DAN TANTANGAN YANG DIHADAPI SERTA UPAYA PERUSAHAAN DALAM MENGHADAPI TANTANGAN

Strategi Perusahaan mengacu kepada upaya peningkatan profitabilitas baik bagi SMBR maupun bagi induk dengan memastikan peningkatan nilai dari setiap tahapan proses bisnis di Perusahaan. Sebagai *Operating Company* (Opco), Perusahaan mengimplementasikan *best practice operational* dalam setiap lini produksi dan melakukan efisiensi biaya. Inisiatif dan strategi yang dilakukan Perusahaan di tahun 2024 adalah sebagai berikut:

1. Perusahaan melakukan beberapa upaya efisiensi di berbagai bidang dalam program SMBRGO45
   a) Optimalisasi *supply chain* dan *sourcing excellence*.
   b) Memaksimalkan pemanfaatan *alternative fuel and material*.
   c) Melakukan pengendalian dan penurunan faktor Terak.
   d) Menjalankan program *plant automation* berbasis industri 4.0 dengan menerapkan *Intelligence Process Control System* untuk mendorong perbaikan di sisi operasi.
   e) Penurunan beban bunga dengan melakukan pembayaran dipercepat terhadap hutang bank jangka panjang dan pencapaian target keberlanjutan *Sustainability Linked Loan* (SLL).
2. Meningkatkan pendapatan melalui penjualan produk lainnya, seperti *Ground Limestone* dan *White Clay*.
3. Perusahaan secara konsisten berupaya menciptakan SDM yang unggul dan profesional dengan mengembangkan sistem manajemen talenta yang sejalan dengan strategi induk.
4. *Continous Improvement* dalam penerapan GCG.

BUSINESS SEGMENT DEVELOPMENT STRATEGY AND CHALLENGES FACED AND COMPANY EFFORTS IN FACING CHALLENGES

The Company's strategy refers to the efforts of increasing profitability for both SMBR and the parent company by ensuring increased value from each stage of the business process in the Company. As an Operating Company (Opco), the Company implements operational best practices in each production line and carries out cost efficiency.

1. The Company has made several efficiency efforts in various fields in the SMBRGO45 program
   a) Optimizing the supply chain and sourcing excellence.
   b) Maximizing the use of alternative fuels and materials.
   c) Controlling and reducing clinker factors.
   d) Carrying out an Industry 4.0 based plant automation program by implementing an Intelligence Process Control System to encourage improvements on the operations side.
   e) Reducing interest expenses by making accelerated payments on long-term bank debt and achieving the sustainability target of the Sustainability Linked Loan (SLL).
2. Increasing revenue through sales of other products such as Ground Limestone and White Clay.
3. The Company consistently strives to create superior and professional human resources by developing a talent management system in accordance with the parent strategy.
4. Continuous Improvement in the GCG implementation.

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

KINERJA SEGMEN USAHA

Perkembangan Volume Produksi 2023-2024
(Dalam ton)

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Semen / Cement	2.235.191	2.144.653	90.538	4,22%
Ordinary Portland Cement (OPC) Tipe I / Ordinary Portland Cement (OPC) Type I	593.286	466.256	127.030	27,24%
Ordinary Portland Cement (OPC) Tipe II / Ordinary Portland Cement (OPC) Type II	-	-		-
Ordinary Portland Cement (OPC) Tipe V / Ordinary Portland Cement (OPC) Type V	-	-		-
Portland Composite Cement (PCC)	1.641.905	1.678.397	(36.492)	(2,17)
Terak / Clinker	1.522.804	1.532.608	(9.804)	(0,64)
White Clay	27.557	52.647	(25.090)	(47,66)
Ground Limestone	10.601	846	9.755	1.153,07

Di tahun 2024, total volume produksi semen yang dihasilkan Perusahaan mencapai 2.235.191 ton, mengalami peningkatan sebesar 4,22% jika dibandingkan perolehan di tahun 2023 mencapai 2.144.653 ton.

BUSINESS SEGMENT PERFORMANCE

Development of Production Volume 2023-2024
(In tons)

In terms of sales volume, the Company recorded total cement product sales of 2,235,191 tons in 2024, an increase of 4.22% compared to the number of product sales in 2023 reaching 2,144,653 tons.

Konsumsi Panas dan Pemakaian Listrik atas Operasional Pabrik 2023-2024

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Heat Consumption (kcal/kg)	765,92	799,32	(33,4)	(4,18)
Indeks Pemakaian Listrik (kWh/ton) / Electricity Usage Index (kWh/ton)	78,17	82,42	(4,24)	(5,16)

Di tahun 2024, Perusahaan mencatatkan nilai konsumsi panas atau *heat consumption* 765,92 Kcal/Kg. Kemudian, indeks pemakaian listrik mencapai 78,17 kWh/ton.

Heat Consumption and Electricity Usage for Plant Operations 2023-2024

In 2024, the Company recorded a heat consumption value of 765.92 Kcal/Kg. Then, the electricity usage index reached 78.17 kWh/ton.

Tinjauan Operasi Per Segmen Usaha

Overview of Operations Per Business Segment

Faktor Terak dan Utilisasi atas Operasional Pabrik 2023-2024

(Dalam persen)

Clinker Factors and Utilization of Plant Operations in 2023-2024

(In percent)

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Faktor Terak / Clinker Factor	67,17	68,55	(1,39)	(2,02)
Utilisasi / Utilization	58,06	55,71	2,35	4,22

Di tahun 2024, faktor terak atas operasional pabrik sebesar 67,17%, sedangkan utilitas atas operasional pabrik sebesar 58,06%.

In 2024, the clinker factor for factory operations was 67.17%, while the utility for factory operations was 58.06%.

Volume Penjualan Produk 2023-2024

(Dalam ton)

Product Sales Volume in 2023-2024

(In tons)

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Semen / Cement	2.234.756	2.160.725	74.031	3,43
Terak / Clinker	-	-	-	-
White Clay	27.454	51.383	(23.929)	(46,57)
Ground Limestone	3.420	212	3.208	1.513,20%

Di tahun 2024, dari sisi volume penjualan produk semen mengalami peningkatan sebesar 3,43% dari 2.160.725 ton menjadi 2.234.756 ton. Selain itu, produk *Ground Limestone* juga mengalami peningkatan sebesar 1.513,20% dari 212 ton menjadi 3.420 ton.

In terms of cement product sales volume, it increased by 3.43% in 2024, from 2,160,725 tons to 2,234,756 tons. Moreover, Ground Limestone products increased by 1,513.20%, from 212 tons to 3,420 tons.

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

PENDAPATAN DAN PROFITABILITAS SEGMEN USAHA

Pendapatan dan Profitabilitas Segmen Usaha 2023-2024
(Dalam jutaan Rupiah)

BUSINESS SEGMENT REVENUE AND PROFITABILITY

Business Segment Revenue and Profitability in 2023-2024
(In millions of rupiah)

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Penjualan Produk Semen / Sales of Cement Products	2.069.991	2.007.389	62.602	3,12%
Penjualan Terak / Clinker Sales	0	0	0	0%
Penjualan *White Clay* / Sales of White Clay	18.888	32.914	(14.026)	(42,61%)
Pendapatan Jasa Pengangkutan / Transportation Services Revenue	1.262	187	1.075	574,87%
Pendapatan *Limestone* / Limestone Revenue	455	0	455	100%
Lain-lain / Others	756	190	566	297,89%
Jumlah / Total	**2.091.352**	**2.040.680**	**50.672**	**2,48%**

Di tahun 2024, Perusahaan mencatatkan total pendapatan segmen usaha sejumlah Rp2,09 triliun, mengalami peningkatan sebesar 2,48% jika dibandingkan perolehan pendapatan di tahun 2023 sejumlah Rp2,04 triliun. Peningkatan terhadap total pendapatan segmen usaha disebabkan oleh kenaikan volume penjualan semen sebesar 3,43%.

In 2024, the Company recorded total business segment revenue of Rp2.09 trillion, an increase of 2.48% compared to revenue in 2023 at Rp2.04 trillion. The increase in total business segment revenue was due to a 3.43% increase in cement sales volume.

Sementara itu, profitabilitas segmen usaha di tahun 2024 berdasarkan laba bersih yang dibukukan mencapai Rp129,25 miliar, mengalami peningkatan sebesar 6,32% jika dibandingkan profitabilitas di tahun 2023 mencapai Rp121,57 miliar. Peningkatan terhadap profitabilitas segmen usaha disebabkan oleh kenaikan volume penjualan semen, penurunan beban keuangan yang disebabkan oleh adanya percepatan pembayaran pokok pinjaman dan efisiensi biaya operasional.

Meanwhile, business segment profitability in 2024 based on net profit recorded reached Rp.129.25 billion, an increase of 6.32% compared to profitability in 2023 reaching Rp121.57 billion. The increase in business segment profitability was due to an increase in cement sales volume, a decrease in a decrease in financial expenses due to the acceleration of principal loan payments and operational cost efficiency.

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

RENCANA STRATEGIS PENGEMBANGAN SEGMEN USAHA 2025

Dalam rangka melakukan pengembangan segmen usaha, Perusahaan telah merumuskan inisiatif strategi untuk menunjang kinerja Perusahaan di tahun 2025, meliputi:

1. *Actively shape Indonesia's building material industry and supporting policies.*
2. *Strengthen leading profitable market position in core cement.*
3. *Maximize Contribution From Non-Cement Product.*
4. *Increase operations efficiency via Manufacturing Excellence & Decarbonation Programs.*
5. *Optimize Supply Chain & Sourcing Excellence.*
6. *Agile & Innovative Organizational Culture.*
7. *Strong Governance Management.*
8. *Implementation of Industry Technology 4.0.*
9. *Financial Resiliency.*

STRATEGIC PLAN OF BUSINESS SEGMENT DEVELOPMENT 2025

To develop its business segments, the Company has formulated strategic initiatives to support the Company's performance for 2025, namely:

1. Actively shape Indonesia's building material industry and supporting policies.
2. Strengthen leading profitable market position in core cement.
3. Maximize Contribution From Non-Cement Products.
4. Increase operations efficiency via Manufacturing Excellence & Decarbonation Programs.
5. Optimize Supply Chain & Sourcing Excellence.
6. Agile & Innovative Organizational Culture.
7. Strong Governance Management.
8. Implementation of Industry Technology 4.0.
9. Financial Resiliency.

TINJAUAN OPERASI BERDASARKAN SEGMEN GEOGRAFIS

Berdasarkan segmen geografis, kinerja aset dan pendapatan yang dibukukan Perusahaan di tahun 2023 – 2024 adalah sebagai berikut:

Kinerja Aset dan Pendapatan Berdasarkan Segmen Geografis 2023-2024

(Dalam jutaan Rupiah)

OVERVIEW OF OPERATIONS BY GEOGRAPHIC SEGMENT

Based on geographical segments, the Company's asset and revenue performance in 2023 – 2024 is as follows:

Asset and Revenue Performance by Geographic Segment in 2023-2024

(In millions of rupiah)

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
ASET / ASSETS				
Sumatera Selatan / South Sumatera	4.705.662	4.643.081	62.581	1,35
Lampung	134.380	136.373	(1.993)	(1,46)
Jambi	65.306	75.309	(10.003)	(13,28)
Jakarta	2.338	1.967	371	18,86
Jumlah Aset / Total Assets	**4.907.687**	**4.856.731**	**50.956**	**1,05**

Tinjauan Operasi Per Segmen Usaha
Overview of Operations Per Business Segment

Produk / *Product*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
PENDAPATAN / REVENUE				
Pasar Basis / Basis Market				
Sumatera Selatan / South Sumatera	1.272.394	321.208	951.186	296,13
Lampung	653.205	1.302.706	(649.501)	(49,86)
Sub jumlah / Subtotal	**1.925.599**	**1.623.914**	**301.685**	**18,58**
Pasar Non-basis / Nonbasis Market				
Jambi	117.830	270.597	(152.767)	(56,46)
Bengkulu	26.102	103.119	(77.017)	(74,69)
Bangka Belitung	460	9.759	99.299	(95,29)
Sub jumlah / Subtotal	**144.392**	**383.475**	**(239.083)**	**(62,35)**
Jumlah Penjualan Semen / Total Sales of Cement	**2.069.991**	**2.007.389**	**62.602**	**3,12**
PENJUALAN *WHITE CLAY* / TOTAL SALES OF WHITE CLAY				
Sumatera Selatan / South Sumatera	18.888	32.914	(14.026)	(42,61)
Jumlah / Total	**18.888**	**32.914**	**(14.025)**	**(42,61)**
Jasa Angkutan dan Lain-lain / Transportation Services and Others				
Sumatera Selatan / South Sumatera	2.018	376	1.642	436,70
Jumlah / Total	**2.018**	**376**	**1.642**	**436,70**
Jumlah Pendapatan / Total Revenue	**2.091.352**	**2.040.679**	**50.674**	**2,48**

Tinjauan Keuangan
Financial Overview

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 2024, dan telah diaudit oleh Kantor Akuntan Publik Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) dengan opini tanpa modifikasian.

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.

STANDARDS FOR PRESENTING FINANCIAL INFORMATION AND COMPLIANCE WITH FINANCIAL ACCOUNTING STANDARDS

The analysis and discussion of the financial performance in this Annual Report refer to the Consolidated Financial Statements of PT Semen Baturaja Tbk for the fiscal years ending December 31, 2024, and has been audited by Public Accounting Firm Liana Ramon Xenia & Rekan (part of Deloitte network) with the unmodified opinion.

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 (IAPI). The discussion of the Company's financial performance is conveyed by taking 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.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

POSISI KEUANGAN KONSOLIDASIAN 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED FINANCIAL POSITION IN 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Aset / Assets				
Aset Lancar / Current Assets	1.000.678	816.846	183.832	22,51
Aset Tidak Lancar / Non-Current Assets	3.907.008	4.039.885	(132.877)	(3,29)
Jumlah Aset / Total Assets	**4.907.687**	**4.856.731**	**50.956**	**1,05**
Liabilitas dan Ekuitas / Liabilities and Equity				
Liabilitas Jangka Pendek / Current Liabilities	822.079	731.493	90.586	12,38
Liabilitas Jangka Panjang / Non-Current Liabilities	817.363	962.825	(145.462)	(15,11)
Jumlah Liabilitas / Total Liabilities	1.639.442	1.694.318	(54.876)	(3,24)
Jumlah Ekuitas / Total Equity	**3.268.245**	**3.162.412**	**105.833**	**3,35**
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	**4.907.687**	**4.856.731**	**50.956**	**1,05**

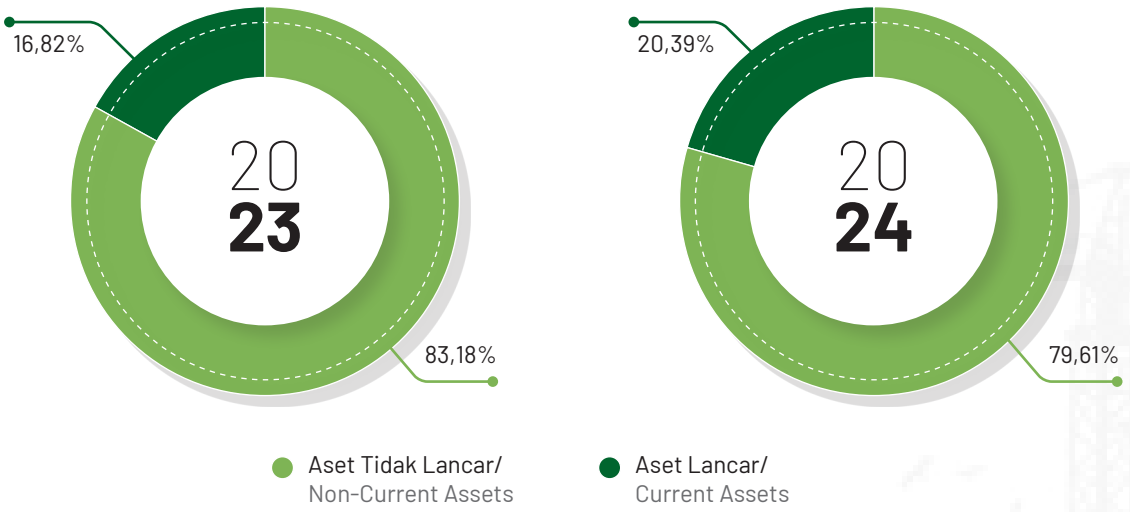
Tinjauan Keuangan
Financial Overview

ASET
Aset 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

ASSETS
Assets in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Aset / Assets				
Aset Lancar / Current Assets	1.000.678	816.846	183.832	22,51
Aset Tidak Lancar / Non-Current Assets	3.907.008	4.039.885	(132.877)	(3,29)
Jumlah Aset / Total Assets	**4.907.687**	**4.856.731**	**50.956**	**1,05**

Komposisi Aset Perusahaan 2023-2024
Composition of Company Assets in 2023-2024



Di tahun 2024, Perusahaan mencatatkan nilai aset sejumlah Rp4,91 triliun, mengalami kenaikan sebesar 1,05% jika dibandingkan dengan perolehan nilai aset di tahun 2023 sejumlah Rp4,86 triliun. Adapun komposisi aset lancar Perusahaan pada tahun 2024 sebesar 20,39%, meningkat dibandingkan tahun sebelumnya dengan komposisi sebesar 16,82%. Sementara komposisi aset tidak lancar Perusahaan tercatat sebesar 79,61%, menurun dibandingkan dari tahun sebelumnya dengan komposisi sebesar 83,18%.

In 2024, the Company recorded an asset value of Rp4.91 trillion, an increase of 1.05% compared to the acquisition of asset value in 2023 at Rp4.86 trillion. The change in the value of assets was due to The Company's current assets composition in 2024 was 20.39%, which increased compared to the previous year of 16.82%. Meanwhile, the Company's non-current assets composition was recorded at 79,61%, which decreased compared to the previous year of 83.18%.

Kinerja aset Perusahaan pada tahun 2024 dan 2023, yang terdiri dari aset lancar dan aset tidak lancar, adalah sebagai berikut:

The Company's asset performance in 2024 and 2023, consisting of current assets and non-current assets, is as follows:

Tinjauan Keuangan
Financial Overview

ASET LANCAR

Hingga 31 Desember 2024, jumlah aset lancar Perusahaan sejumlah Rp1,00 triliun, mengalami kenaikan sebesar 22,51% jika dibandingkan dengan perolehan nilai aset lancar di tahun 2023 sejumlah Rp816,85 miliar. Perubahan nilai aset lancar disebabkan oleh kenaikan pada piutang usaha pihak berelasi sebesar Rp254,6 miliar, di mana perolehan di tahun 2024 mencapai Rp591,12 miliar atau meningkat sebesar 75,69% jika dibandingkan perolehan di tahun 2023 mencapai Rp336,46 miliar.

CURRENT ASSETS

As of December 31, 2024, the Company's total current assets were Rp1.00 trillion, an increase of 22.51% compared to the acquisition of current asset value in 2023 at Rp816.85 billion. The change in the value of current assets was due to an increase in related party accounts receivable of Rp254.6 billion, where the 2024 acquisition reached Rp591.12 billion or an increase of 75.69% compared to the 2023 acquisition which reached Rp336.46 billion.

Aset Lancar 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Current Assets in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Kas dan Setara Kas / Cash and Cash Equivalents	29.843	98.387	(68.544)	(69,67)
Piutang Usaha / Trade Receivables				
• Pihak Berelasi / Related Parties	591.115	336.458	254.657	75,69
• Pihak Ketiga / Third Parties	111.365	122.511	(11.146)	(9,10)
Sub jumlah / Subtotal	**702.480**	**458.969**	**243.511**	**53,06**
Piutang Lain-lain / Other Receivables				
• Pihak Berelasi / Related Parties	11.572	3.133	8.439	269,36
• Pihak Ketiga / Third Parties	1.541	4	1.537	38.425,00
Sub jumlah / Subtotal	**13.113**	**3.137**	**9.976**	**318,01**
Persediaan / Inventories	236.268	245.900	(9.632)	(3,92)
Pajak Dibayar di Muka / Prepaid Taxes	12.932	3.883	9.049	233,04
Biaya Dibayar di Muka / Prepaid Expenses	2.117	3.189	(1.072)	(33,62)
Uang Muka / Advances	2.918	2.274	644	28,32
Aset Keuangan Lancar Lainnya / Other Current Financial Assets	1.007	1.107	(100)	(9,03)
Jumlah Aset Lancar / Total Current Assets	**1.000.678**	**816.846**	**183.832**	**22,51**

KAS DAN SETARA KAS

Di tahun 2024, kas dan setara kas Perusahaan sejumlah Rp29,84 miliar, mengalami penurunan sebesar 69,67% jika dibandingkan dengan perolehan kas dan setara kas di tahun 2023 sejumlah Rp98,39 miliar. Perubahan nilai kas dan setara kas disebabkan oleh penarikan deposito berjangka sebesar Rp70 miliar yang dipergunakan untuk pembayaran pokok dan bunga pinjaman bank.

CASH AND CASH EQUIVALENTS

In 2024, the Company's cash and cash equivalents were Rp29.84 billion, a decrease of 69.67% compared to the acquisition of cash and cash equivalents in 2023 at Rp98.39 billion. The change in the value of cash and cash equivalents was due to the time deposit withdrawal of Rp70 billion which was used to pay principal and interest on bank loans.

Tinjauan Keuangan
Financial Overview

PIUTANG USAHA

Hingga 31 Desember 2024, Perusahaan mencatatkan piutang usaha sejumlah Rp702,48 miliar, mengalami kenaikan sebesar 53,06% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp458,97 miliar. Perubahan piutang usaha disebabkan oleh peningkatan pada piutang usaha pihak berelasi yang sebelumnya di tahun 2023 senilai Rp336,5 miliar menjadi Rp591,1 miliar di tahun 2024 yang terdiri dari piutang PT. Semen Indonesia, PT. Semen Padang dan PT. Solusi Bangun Indonesia.

Piutang usaha Perusahaan terdiri dari piutang usaha pihak berelasi dan piutang usaha pihak ketiga. Jumlah piutang usaha pihak berelasi sejumlah Rp591,11 miliar, mengalami kenaikan sebesar 75,69% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp336,46 miliar. Sedangkan, Jumlah piutang usaha pihak ketiga sejumlah Rp111,37 miliar, mengalami penurunan sebesar 9,10% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp122,51 miliar.

PIUTANG LAIN-LAIN

Piutang lain-lain Perusahaan terdiri dari piutang usaha pihak berelasi dan piutang usaha pihak ketiga. Hingga 31 Desember 2024, Perusahaan mencatatkan piutang lain-lain sejumlah Rp13,11 miliar, mengalami kenaikan sebesar 318,01% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp3,14 miliar. Perubahan piutang lain-lain disebabkan oleh naiknya piutang Semen Indonesia (Persero) Tbk atas penempatan karyawan ke SIG (*Employee on Duty*) yaitu sebesar Rp10,8 miliar.

PERSEDIAAN

Di tahun 2024, nilai persediaan Perusahaan sejumlah Rp236,27 miliar, mengalami penurunan sebesar 3,92% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp245,90 miliar. Perubahan nilai persediaan disebabkan oleh penurunan pada persediaan *sparepart* yang terpakai pada tahun 2024 dan didukung pula dengan penambahan nilai pada cadangan kerugian penurunan nilai sebesar Rp8,1 miliar.

TRADE RECEIVABLES

As of December 31, 2024, the Company recorded trade receivables of Rp702.48 billion, an increase of 53.06% compared to the acquisition in 2023 at Rp458.97 billion. The change in trade receivables was due to an increase in related party trade receivables, from Rp336.5 billion in 2023 to Rp591.1 billion in 2024, which consisted of receivables from PT. Semen Indonesia, PT. Semen Padang and PT. Solusi Bangun Indonesia.

The Company's trade receivables consist of trade receivables from related parties and trade receivables from third parties. The amount of trade receivables from related parties was Rp591.11 billion, an increase of 75.69% compared to the acquisition in 2023 at Rp336.46 billion. Meanwhile, the amount of trade receivables from third parties was Rp111.37 billion, an increase/decrease of 9.10% compared to the acquisition in 2023 at Rp122.51 billion.

OTHER RECEIVABLES

The Company's other receivables consist of other receivables from related parties and other receivables from third parties. As of December 31, 2024, the Company recorded other receivables of Rp13.11 billion, an increase of 318.01% compared to the acquisition in 2023 at Rp3.14 billion. The change in other receivables was due to an increase in Semen Indonesia (Persero) Tbk's receivables for employee placement to SIG (Employee on Duty) of Rp10.8 billion.

INVENTORIES

In 2024, the value of the Company's inventories was Rp236.27 billion, a decrease of 3.92% compared to the acquisition in 2023 at Rp245.90 billion. The change in the value of inventories was due to a decrease in spare parts inventory used in 2024 and was also supported by an increase in the allowance value for impairment losses of Rp8.1 billion.

Tinjauan Keuangan
Financial Overview

PAJAK DIBAYAR DIMUKA

Di tahun 2024, Perusahaan mencatatkan nilai pajak dibayar dimuka sejumlah Rp12,93 miliar, mengalami kenaikan sebesar 233,04% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp3,88 miliar. Perubahan nilai pajak dibayar dimuka disebabkan oleh adanya *carry-over* PPh pasal 22 atas pembelian semen Mega Distributor yang sebelumnya transaksi tersebut pada bulan Mei sampai dengan Desember 2023 tidak dipungut PPh pasal 22 dikarenakan adanya SKB (Surat Keterangan Bebas Pajak).

PREPAID TAXES

In 2024, the Company recorded the value of prepaid taxes of Rp12.93 billion, an increase of 233.04% compared to the acquisition in 2023 at Rp3.88 billion. The change in the value of prepaid taxes was due to the carry-over of Article 22 Income Tax on the Mega Distributor cement purchase, where the previous transaction in May to December 2023 was not subject to Article 22 Income Tax due to the existence of an SKB (Tax Exemption Letter).

BIAYA DIBAYAR DIMUKA

Di tahun 2024, Perusahaan mencatatkan nilai biaya dibayar dimuka sejumlah Rp2,12 miliar, mengalami penurunan sebesar 33,62% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp3,19 miliar. Perubahan nilai biaya dibayar dimuka disebabkan oleh amortisasi atas biaya dibayar dimuka asuransi aset tetap di tahun 2024 yang telah dibayarkan pada Desember 2023.

PREPAID EXPENSES

In 2024, the Company recorded the value of prepaid expenses of Rp2.12 billion, a decrease of 33.62% compared to the acquisition in 2023 at Rp3.19 billion. The change in the value of prepaid expenses was due to amortization of prepaid fixed asset insurance expenses in 2024 which had been paid in December 2023.

UANG MUKA

Di tahun 2024, Perusahaan mencatatkan nilai uang muka sejumlah Rp2,92 miliar, mengalami kenaikan sebesar 28,32% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp2,27 miliar. Perubahan nilai uang muka disebabkan oleh transaksi pengadaan barang *import*.

ADVANCES

In 2024, the Company recorded the value of advances of Rp2.92 billion, an increase of 28.32% compared to the acquisition in 2023 at Rp2.27 billion. The change in the value of advances was due to import goods procurement transactions.

ASET KEUANGAN LANCAR LAINNYA

Di tahun 2024, Perusahaan mencatatkan nilai aset keuangan lancar lainnya sejumlah Rp1,01 miliar, mengalami penurunan sebesar 9,03% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp1,11 miliar. Perubahan nilai aset keuangan lancar lainnya disebabkan oleh penurunan pendapatan bunga deposito dikarenakan penarikan deposito yang dipergunakan sebagai pembayaran pokok dan bunga atas pinjaman bank.

OTHER CURRENT FINANCIAL ASSETS

In 2024, the Company recorded the value of other current financial assets of Rp1.01 billion, a decrease of 9.03% compared to the acquisition in 2023 at Rp1.11 billion. The change in the value of other current financial assets was due to a decrease in deposit interest income caused by deposit withdrawals used as principal and interest payments on bank loans.

ASET TIDAK LANCAR

Hingga 31 Desember 2024, jumlah aset tidak lancar Perusahaan sejumlah Rp3,91 triliun, mengalami penurunan sebesar 3,29% jika dibandingkan dengan perolehan nilai aset lancar di tahun 2023 sejumlah Rp4,04 triliun. Perubahan nilai aset tidak lancar disebabkan oleh penurunan pada aset tetap sebagai dampak dari pembebanan rutin atas depresiasi aset tetap perusahaan dengan metode garis lurus.

NON-CURRENT ASSETS

As of December 31, 2024, the Company's total non-current assets were Rp3.91 trillion, a decrease of 3.29% compared to the acquisition of current assets in 2023 at Rp4.04 trillion. The change in non-current asset value was due to a decrease in fixed assets as a result of routine charges for the Company's fixed assets depreciation using the straight-line method.

Tinjauan Keuangan
Financial Overview

Aset Tidak Lancar 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Non-Current Assets in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Penyertaan Saham / Investment in Share	25	25	-	0,00
Aset Pajak Tangguhan / Deferred Tax Assets	9.759	11.474	(1.715)	(14,95)
Aset Tetap / Property, Plant, and Equipment	3.830.014	3.955.399	(125.385)	(3,17)
Aset Tak Berwujud / Intangible Assets	9.182	12.194	(3.012)	(24,70)
Aset Tidak Lancar Lainnya / Other Non-Current Assets	58.028	60.793	(2.765)	(4,55)
Jumlah Aset Tidak Lancar / Total Non-Current Assets	**3.907.008**	**4.039.885**	**(132.877)**	**(3,29)**

PENYERTAAN SAHAM

Di tahun 2024, Perusahaan mencatatkan nilai penyertaan saham sejumlah Rp25 juta, sama seperti penyertaan saham di tahun 2023 sejumlah Rp25 juta.

ASET PAJAK TANGGUHAN

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai aset pajak tangguhan sejumlah Rp9,76 miliar, mengalami penurunan sebesar 14,95% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp11,47 miliar. Perubahan nilai aset pajak tangguhan disebabkan oleh pada tahun 2023 terdapat kompensasi atas rugi fiskal pada perusahaan anak.

ASET TETAP

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai aset tetap sejumlah Rp3,83 triliun, mengalami penurunan sebesar 3,17% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp3,96 triliun. Perubahan nilai aset tetap Perusahaan disebabkan oleh pembebanan rutin atas depresiasi aset tetap Perusahaan.

ASET TAK BERWUJUD

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai aset tak berwujud sejumlah Rp9,18 miliar, mengalami penurunan sebesar 24,70% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp12,19 miliar. Perubahan nilai aset tak berwujud disebabkan oleh pembebanan rutin atas amortisasi aset tak berwujud Perusahaan, khususnya pembebanan atas amortisasi aset tak berwujud *software* telah habis dibebankan di tahun 2023.

INVESTMENT IN SHARE

In 2024, the Company recorded the value of the investment in shares of Rp25 million, remaining the same as the share participation in 2023 at Rp25 million.

DEFERRED TAX ASSETS

As of December 31, 2024, the Company recorded the value of deferred tax assets of Rp9.76 billion, a decrease of 14.95% compared to the acquisition in 2023 at Rp11.47 billion. The change in the value of deferred tax assets was due to compensation for fiscal losses in subsidiaries in 2023.

PROPERTY, PLANT, AND EQUIPMENT

As of December 31, 2024, the Company recorded the value of property, plant, and equipment of Rp3.83 trillion, a decrease of 3.17% compared to the acquisition in 2023 at Rp3.96 trillion. The change in the value of the Company's property, plant, and equipment was due to routine charges for depreciation of the Company's fixed assets.

INTANGIBLE ASSETS

As of December 31, 2024, the Company recorded the value of intangible assets of Rp9.18 billion, a decrease of 24.70% compared to the acquisition in 2023 at Rp12.19 billion. The change in the value of intangible assets was due to routine charges for the Company's intangible assets amortization, in particular charges for software intangible assets amortization have been fully charged in 2023.

Tinjauan Keuangan
Financial Overview

ASET TIDAK LANCAR LAINNYA

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai aset tidak lancar lainnya sejumlah Rp58,03 miliar, mengalami penurunan sebesar 4,55% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp60,79 miliar. Perubahan nilai aset tidak lancar lainnya disebabkan oleh peningkatan pencadangan penurunan nilai atas klaim yang masih harus diterima.

OTHER NON-CURRENT ASSETS

As of December 31, 2024, the Company recorded the value of other non-current assets of Rp58.03 billion, a decrease of 4.55% compared to the acquisition in 2023 at Rp60.79 billion. The change in the value of other non-current assets was due to an increase in the allowance for impairment of claims still to be received.

LIABILITAS

Liabilitas 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

LIABILITIES

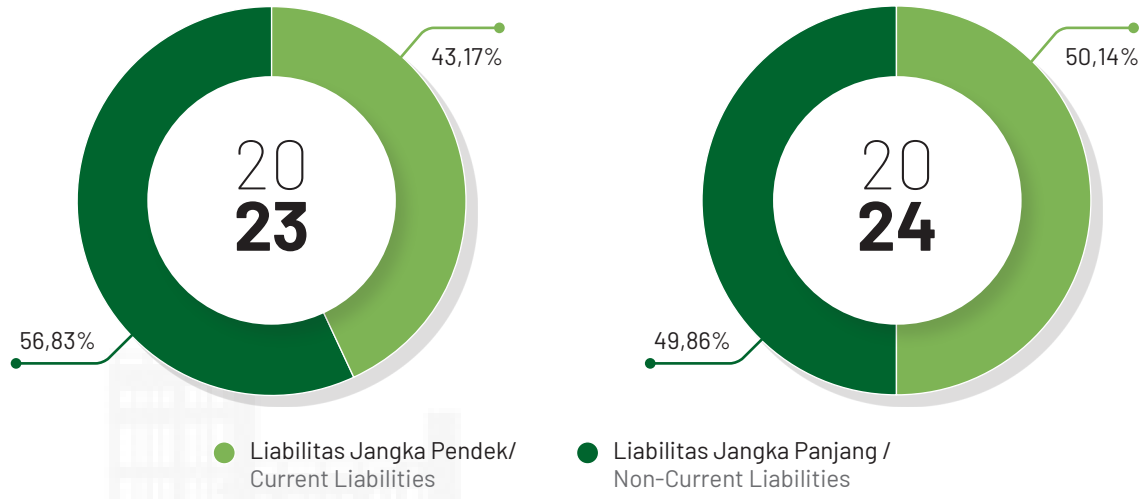
Liabilities in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Liabilitas dan Ekuitas / Liabilities and Equity				
Liabilitas Jangka Pendek / Current Liabilities	822.079	731.493	90.586	12,38
Liabilitas Jangka Panjang / Non-Current Liabilities	817.363	962.825	(145.462)	(15,11)
Jumlah Liabilitas / Total Liabilities	**1.639.442**	**1.694.318**	**(54.876)**	**(3,24)**

Komposisi Liabilitas Perusahaan 2023-2024

Composition of Company Liabilities in 2023-2024



Tinjauan Keuangan
Financial Overview

Di tahun 2024, Perusahaan mencatatkan nilai liabilitas sejumlah Rp1,64 triliun, mengalami penurunan sebesar 3,24% jika dibandingkan dengan perolehan nilai liabilitas di tahun 2023 sejumlah Rp1,69 triliun. Perubahan nilai liabilitas disebabkan oleh penurunan pinjaman bank yang memberi dampak bagi Perseroan berupa penurunan beban keuangan Perusahaan.

In 2024, the Company recorded a liability value of Rp1.64 trillion, a decrease of 3.24% compared to the acquisition of liability value in 2023 at Rp1.69 trillion. The change in liability value was due to a decrease in bank loans which impacted the Company in the form of decreasing the Company's financial burden.

Persentase liabilitas jangka pendek Perseroan pada 31 Desember 2024 adalah sebesar 50,14%, mengalami peningkatan dibanding tahun sebelumnya dengan persentase sebesar 43,17%. Sementara itu, persentase liabilitas jangka panjang Perseroan tercatat sebesar 49,86% pada 2024, mengalami perubahan dibanding tahun sebelumnya dengan persentase sebesar 56,83%.

As of December 31, 2024, the Company's current liabilities percentage was 50.14%, an increase compared to the previous year's percentage of 43.17%. Meanwhile, the Company's non-current liabilities percentage was recorded at 49.86% in 2024, a change compared to the previous year's percentage of 56.82%.

Kinerja liabilitas Perusahaan pada tahun 2024 dan 2023, yang terdiri dari liabilitas jangka pendek dan liabilitas jangka panjang, adalah sebagai berikut:

The Company's liability performance in 2024 and 2023, consisting of current liabilities and non-current liabilities, is as follows:

LIABILITAS JANGKA PENDEK

Liabilitas Jangka Pendek 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CURRENT LIABILITIES

Current Liabilities in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Utang Usaha / Trade Payables				
• Pihak Berelasi / Related Parties	167.342	122.085	45.257	37,07
• Pihak Ketiga / Third Parties	333.397	295.274	38.123	12,91
Sub jumlah / Subtotal	**500.739**	**417.359**	**83.380**	**19,98**
Utang Lain-lain / Other Payables				
• Pihak Berelasi / Related Parties	-	2.856	-	-
• Pihak Ketiga / Third Parties	21.324	47.194	(25.870)	(54,82)
Sub jumlah / Subtotal	**21.324**	**50.050**	**(28.726)**	**(57,39)**
Utang Pajak / Taxes Payable	26.013	26.463	(450)	(1,70)
Beban Akrual / Accrued Expenses	36.721	39.578	(2.857)	(7,22)
Liabilitas Imbalan Kerja Jangka Pendek / Short-Term Employee Benefits Liabilities	24.730	13.724	11.006	80,20
Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Long-Term Debt Maturity in One Year				
• Pinjaman Bank / Bank Loans	210.000	175.000	35.000	20,00
• Liabilitas Sewa / Lease Liabilities	2.552	9.320	(6.768)	(72,62)
Jumlah Liabilitas Jangka Pendek / Total Current Liabilities	**822.079**	**731.493**	**90.586**	**12,38**

Tinjauan Keuangan
Financial Overview

Hingga 31 Desember 2024, Perusahaan mencatatkan liabilitas jangka pendek sejumlah Rp822,08 miliar, mengalami kenaikan sebesar 12,38% jika dibandingkan dengan perolehan nilai aset lancar di tahun 2023 sejumlah Rp731,49 miliar. Perubahan nilai liabilitas jangka pendek disebabkan oleh kenaikan pada utang usaha pihak berelasi dan utang usaha pihak ketiga. Selain itu, terdapat pula perubahan pada porsi Pinjaman Bank atas Kredit Sindikasi yang jatuh tempo dalam satu tahun.

As of December 31, 2024, the Company recorded current liabilities of Rp822.08 billion, an increase of 12.38% compared to the acquisition of current assets in 2023 at Rp731.49 billion. The change in the value of current liabilities was due to an increase in related-party trade payables and third-party trade payables. Additionally, there were changes in the portion of Bank Loans on Syndicated Credits that mature within one year as well.

UTANG USAHA

Utang usaha Perusahaan terdiri dari utang pihak berelasi dan utang pihak ketiga. Hingga 31 Desember 2024, utang usaha Perusahaan mencapai Rp500,74 miliar, mengalami kenaikan sebesar 19,98% jika dibandingkan dengan perolehan nilai utang usaha di tahun 2023 sejumlah Rp417,36 miliar. Perubahan nilai utang usaha disebabkan oleh kenaikan pada utang usaha pihak ketiga dan utang usaha pada pihak berelasi dengan PT. Bukit Asam atas transaksi Batubara dan PT. Kereta Api Logistik atas angkutan Semen.

TRADE PAYABLES

The Company's trade payables consist of trade payables to related parties and to third parties. As of December 31, 2024, the Company's trade payables were Rp500.74 billion, an increase of 19.98% compared to the acquisition of trade payables in 2023 at Rp417.36 billion. The change in the value of trade payables was due to an increase in third-party trade payables and trade payables to related parties with PT. Bukit Asam for Coal transactions and PT. Kereta Api Logistik for Cement transportation.

UTANG LAIN-LAIN

Utang lain-lain Perusahaan terdiri dari utang pihak berelasi dan utang pihak ketiga. Hingga 31 Desember 2024, utang lain-lain Perusahaan mencapai Rp21,32 miliar, mengalami penurunan sebesar 57,39% jika dibandingkan dengan perolehan nilai utang usaha di tahun 2023 sejumlah Rp50,05 miliar. Perubahan nilai lain-lain disebabkan oleh pembayaran utang lain-lain pada pihak ketiga.

OTHER PAYABLES

The Company's other payables consist of other payables to related parties and third parties. As of December 31, 2024, the Company's other payables were Rp21.32 billion, a decrease of 57.39% compared to the acquisition of trade payables in 2023 at Rp50.05 billion. The change in the value of other payables was due to payments of other debts to third parties.

UTANG PAJAK

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai utang pajak sejumlah Rp26,01 miliar, mengalami penurunan sebesar 1,70% jika dibandingkan dengan utang pajak di tahun 2023 sejumlah Rp26,46 miliar. Perubahan nilai utang pajak disebabkan oleh penurunan pada pajak mineral bukan logam dan bantuan serta penurunan pada PPh Pasal 4 ayat 2.

TAXES PAYABLE

As of December 31, 2024, the Company recorded the value of taxes payable of Rp26.01 billion, a decrease of 1.70% compared to taxes payable in 2023 at Rp20.46 billion. The change in the value of taxes payable was due to a decrease in non-metallic mineral tax and assistance and a decrease in Article 4 paragraph 2 of Income Tax.

BEBAN AKRUAL

Hingga 31 Desember 2024, Perusahaan mencatatkan beban akrual sejumlah Rp36,72 miliar, mengalami penurunan sebesar 7,22% jika dibandingkan dengan beban akrual di tahun 2023 sejumlah Rp39,58 miliar. Perubahan nilai beban akrual disebabkan oleh penurunan utang beban listrik sebesar Rp6,9 miliar mengikuti realisasi pemakaian.

ACCRUAL EXPENSES

As of December 31, 2024, the Company recorded an accrued expense of Rp36.72 billion, a decrease of 7.22% compared to accrued expenses in 2023 at Rp39.58 billion. The change in the value of accrued expenses was due to a decrease in electricity expense debt of Rp6.9 billion following the usage realization.

Tinjauan Keuangan
Financial Overview

LIABILITAS IMBALAN KERJA JANGKA PENDEK

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai liabilitas imbalan kerja jangka pendek sejumlah Rp24,73 miliar, mengalami kenaikan sebesar 80,20% jika dibandingkan dengan nilai perolehan di tahun 2023 sejumlah Rp13,72 miliar. Perubahan nilai liabilitas imbalan kerja jangka pendek disebabkan oleh peningkatan tunjangan produktivitas karyawan.

SHORT-TERM EMPLOYEE BENEFITS LIABILITIES

As of December 31, 2024, the Company recorded the value of short-term employee benefits liabilities of Rp24.73 billion, an increase of 80.20% compared to the acquisition value in 2023 at Rp13.72 billion. The change in the value of short-term employee benefits liabilities was due to an increase in employee productivity benefits.

PINJAMAN JANGKA PANJANG YANG JATUH TEMPO DALAM SATU TAHUN

Perusahaan mencatatkan nilai pinjaman jangka panjang yang jatuh tempo yang terdiri dari pinjaman bank dan liabilitas sewa.

- **PINJAMAN BANK**
  Hingga 31 Desember 2024, Perusahaan mencatatkan nilai pinjaman bank sejumlah Rp210,00 miliar, mengalami kenaikan sebesar 20,00% jika dibandingkan dengan nilai pinjaman bank di tahun 2023 sejumlah Rp175,00 miliar. Perubahan nilai pinjaman bank disebabkan oleh peningkatan atas pokok pinjaman bank yang jatuh tempo dalam satu tahun mengikuti rencana pembayaran.
- **LIABILITAS SEWA**
  Hingga 31 Desember 2024, Perusahaan mencatatkan nilai liabilitas sewa sejumlah Rp2,55 miliar, mengalami penurunan sebesar 72,62% jika dibandingkan dengan nilai liabilitas sewa di tahun 2023 sejumlah Rp9,32 miliar. Perubahan nilai sewa disebabkan oleh pembayaran rutin atas pokok liabilitas sewa.

LONG-TERM DEBT MATURITY IN ONE YEAR

The Company recorded the value of long-term debt maturity consisting of bank loans and lease liabilities.

- **BANK LOANS**
  As of December 31, 2024, the Company recorded the value of bank loans of Rp210.00 billion, an increase of 20.00% compared to the value of bank loans in 2023 at Rp175.00 billion. Changes in the value of bank loans are due to an increase in the principal of bank loans that mature within one year following the repayment plan.
- **LEASE LIABILITIES**
  As of December 31, 2024, the Company recorded the value of lease liabilities of Rp2.55 billion, a decrease of 72.62% compared to the value of lease liabilities in 2023 at Rp9.32 billion. The change in the value of lease liabilities was due to regular payments on the lease liability principal.

LIABILITAS JANGKA PANJANG

Liabilitas Jangka Panjang 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

NON-CURRENT LIABILITIES

Non-Current Liabilities in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
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 / Bank Loans	395.889	597.370	(201.481)	(33,73)
• Liabilitas Sewa / Lease Liabilities	120.616	110.066	10.550	9,59
Liabilitas Pajak Tangguhan / Deferred Tax Liabilities	166.289	128.019	38.270	29,89

Tinjauan Keuangan
Financial Overview

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Liabilitas Imbalan Kerja Jangka Panjang / Long-Term Employee Benefits Liabilities	80.039	75.932	4.107	5,41
Provisi Reklamasi, dan Pasca Tambang / Provision for Reclamation and Mine Closure	54.531	51.438	3.093	6,01
Jumlah Liabilitas Jangka Panjang / Total Non-Current Liabilities	**817,364**	**962.825**	**(145.461)**	**(15,11)**

Hingga 31 Desember 2024, Perusahaan mencatatkan liabilitas jangka panjang sejumlah Rp817,36 miliar, mengalami penurunan sebesar 15,11% jika dibandingkan dengan perolehan nilai aset lancar di tahun 2023 sejumlah Rp962,83 miliar. Perubahan nilai liabilitas jangka panjang disebabkan oleh penurunan pada pinjaman Bank.

As of December 31, 2024, the Company recorded non-current liabilities of Rp817.36 billion, a decrease of 15.11% compared to the acquisition of current assets in 2023 at Rp926.83 billion. The change in the value of non-current liabilities was due to a decrease in bank loans.

PINJAMAN BANK JANGKA PANJANG SETELAH DIKURANGI BAGIAN YANG JATUH TEMPO

Di tahun 2024, Perusahaan mencatatkan pinjaman bank jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun sejumlah Rp395,89 miliar, mengalami penurunan sebesar 33,73% jika dibandingkan tahun 2023 sejumlah Rp597,37 miliar. Perubahan nilai pinjaman bank jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun disebabkan oleh pembayaran atas angsuran pokok pinjaman bank.

LONG-TERM DEBT – AFTER DEDUCTING THE PORTION THAT MATURES

In 2024, the Company recorded long-term debt – after deducting the portion that matures in one year of Rp395.89 billion, a decrease of 33,73% compared to 2023 of Rp597.37 billion. The change in the value of long-term debt – after deducting the portion that matures in one year was due to payments on principal installments of bank loans.

LIABILITAS SEWA JANGKA PANJANG SETELAH DIKURANGI BAGIAN JANGKA PENDEK YANG JATUH TEMPO DALAM SATU TAHUN

Di tahun 2024, Perusahaan mencatatkan nilai liabilitas sewa jangka panjang setelah dikurangi bagian jangka pendek yang jatuh tempo dalam satu tahun sejumlah Rp120,62 miliar, mengalami kenaikan sebesar 9,59% jika dibandingkan tahun 2023 sejumlah Rp110,07 miliar. Perubahan nilai liabilitas sewa jangka panjang setelah dikurangi bagian jangka pendek yang jatuh tempo dalam satu tahun disebabkan oleh kenaikan liabilitas jangka panjang karena adanya penambahan kontrak sewa kendaraan dan kenaikan harga sewa tanah PT. Pelindo sesuai dengan kontrak sewa.

LONG-TERM LEASE LIABILITIES AFTER DEDUCTING THE SHORT-TERM PORTION THAT MATURES IN ONE YEAR

In 2024, the Company recorded the value of long-term lease liabilities after deducting the short-term portion that matures in one year of Rp120.62 billion, an increase of 9.59% compared to 2023 of Rp110.07 billion. The change in the value of long-term lease liabilities after deducting the short-term portion that matures in one year was due to the addition of vehicle lease contracts and an increase in PT. Pelindo's land rental price following the lease contract.

Tinjauan Keuangan
Financial Overview

LIABILITAS PAJAK TANGGUHAN

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai liabilitas pajak tangguhan sejumlah Rp166,29 miliar, mengalami kenaikan sebesar 29,89% jika dibandingkan perolehan liabilitas pajak tangguhan di tahun 2023 sejumlah Rp128,02 miliar. Perubahan nilai liabilitas pajak tangguhan disebabkan oleh perbedaan temporer dalam perhitungan pajak.

DEFERRED TAX LIABILITIES

As of December 31, 2024, the Company recorded the value of deferred tax liabilities of Rp166.29 billion, an increase of 29.89% compared to the acquisition of deferred tax liabilities in 2023 at Rp128.02 billion. The change in the value of deferred tax liabilities was due to temporary differences in tax calculations.

LIABILITAS IMBALAN KERJA JANGKA PANJANG

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai liabilitas imbalan kerja jangka panjang sejumlah Rp80,04 miliar, mengalami kenaikan sebesar 5,41% jika dibandingkan perolehan di tahun 2023 sejumlah Rp75,93 miliar. Perubahan nilai liabilitas imbalan kerja jangka panjang disebabkan oleh imbalan pesangon dan penghargaan masa kerja.

LONG-TERM EMPLOYEE BENEFITS LIABILITIES

As of December 31, 2024, the Company recorded the value of long-term employee benefits liabilities of Rp80.04 billion, an increase of 5.41% compared to the acquisition of long-term employee benefits liabilities in 2023 at Rp75.93 billion. The change in the value of long-term employee benefits liabilities was due to severance pay and length of service awards.

PROVISI REKLAMASI DAN PASCA TAMBANG

Di tahun 2024, Perusahaan mencatatkan nilai provisi reklamasi dan pasca tambang sejumlah Rp54,53 miliar, mengalami kenaikan sebesar 6,01% jika dibandingkan perolehan di tahun 2023 sejumlah Rp51,44 miliar. Perubahan nilai provisi reklamasi dan pasca tambang disebabkan oleh provisi reklamasi dan pasca tambang tersebut dicatat berdasarkan asumsi perhitungan cadangan provisi reklamasi atas kegiatan reklamasi dan pasca tambang.

PROVISION FOR RECLAMATION AND MINE CLOSURE

In 2024, the Company recorded the value of provision for reclamation and mine closure of Rp54.53 billion, an increase of 6.01% compared to the acquisition of provision for reclamation and mine closure in 2023 at Rp51.44 billion. The change in the value of provision for reclamation and mine closure was due to recorded reclamation and post-mining provisions based on the assumptions of calculating reclamation provision reserves for reclamation and post-mining activities.

EKUITAS

Ekuitas 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

EQUITY

Equity in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Modal Saham / Share Capital	993.253	993.253	0	0,00
Tambahan Modal Disetor / Additional Paid-in Capital	1.270.607	1.270.607	0	0,00
Kerugian komprehensif lain / Other Comprehensive Loss	(76.995)	(77.888)	893	99,00
Saldo Laba / Retained Earnings				
Telah Ditentukan Penggunaannya / Appropriated	952.149	866.565	85.584	9,88
Belum Ditentukan Penggunaannya / Unappropriated	129.254	109.899	19.355	17,61
Total Ekuitas yang dapat Diatribusikan Kepada / Total Equity Attributable to				
Pemilik Entitas Induk / Equity Holders of Parent Entity	3.268.269	3.162.436	105.833	3,35
Kepentingan Non-Pengendali / Non-Controlling Interests	(24)	(23)	(1)	4,35
Jumlah Ekuitas / Total Equity	**3.268.245**	**3.162.412**	**105.833**	**3,35**

Tinjauan Keuangan
Financial Overview

Di tahun 2024, Perusahaan mencatatkan nilai ekuitas sejumlah Rp3,27 triliun, mengalami kenaikan sebesar 3,35% jika dibandingkan dengan perolehan nilai ekuitas di tahun 2023 sejumlah Rp3,16 triliun. Perubahan nilai ekuitas disebabkan oleh pengakuan laba periode tahun 2024 sebesar Rp129,25 miliar.

In 2024, the Company recorded the value of equity of Rp3.27 trillion, an increase of 3.35% compared to the acquisition of equity value in 2023 at Rp3.16 trillion. The change in the value of equity was due to the profit recognition for the 2024 period of Rp129.25billion.

LAPORAN LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

CONSOLIDATED PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME IN 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Pendapatan / Revenue	2.091.352	2.040.679	50.673	2,48
Beban Pokok Pendapatan / Cost Of Revenue	(1.492.901)	(1.395.658)	97.243	6,97
Laba Kotor / Gross Profit	598.451	645.022	(46.571)	(7,22)
Beban Penjualan / Selling expenses	(161.320)	(200.445)	(39.125)	(19,52)
Beban Umum dan Administrasi / General and administrative expenses	(203.341)	(230.848)	(27.508)	(11,92)
Pendapatan (Beban) Lainnya / Other income (expenses)	12.740	42.364	(29.624)	(69,93)
Pendapatan Keuangan / Finance income	4.115	5.099	(984)	(19,30)
Beban Keuangan / Finance expenses	(78.853)	(98.607)	19.754	20,03
Laba Sebelum Pajak Penghasilan / Profit Before Income Tax	171.793	162.583	9.210	5,66
Beban Pajak Penghasilan / Income Tax Expense	(42.540)	(41.011)	(1.529)	3,73
Laba Tahun Berjalan / Profit For The Year	129.253	121.573	7.680	6,32
Penghasilan Komprehensif Lain / Other Comprehensive Income				
Pos-pos yang tidak akan direklasifikasikan ke laba rugi / Items that will not be reclassified to profit or loss				
Pengukuran Kembali Program Imbalan Pasti / Remeasurement of Defined Benefit Program	1.146	(19.658)	20.804	105,83
Pajak Penghasilan Terkait / Related Income Tax	(252)	4.325	(4.577)	(105,83)
Kerugian Komprehensif Lain Tahun Berjalan Setelah Pajak / Total Other Comprehensive Loss for the Year, After Tax	894	(15.333)	16.227	(105,83)
Jumlah Penghasilan Komprehensif Tahun Berjalan / Total Comprehensive Income for the Year	**130.147**	**106.240**	**23.907**	**22,50**
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada / Profit (Loss) for the Year Attributable to				
• Pemilik Entitas Induk / Equity Holders of Parent Entity	129.254	121.571	7.683	6,32
• Kepentingan Non-Pengendali / Non-Controlling Interests	(1)	2	(3)	(150,00)
Jumlah Penghasilan Komprehensif tahun berjalan yang dapat diatribusikan kepada: / Total Comprehensive Income for the Year Attributable to:				
• Pemilik Entitas Induk / Equity Holders of Parent Entity	130.148	106.238	23.910	22,51
• Kepentingan Non-Pengendali / Non-Controlling Interests	(1)	2	(3)	(150,00)
Laba Bersih per Saham (Rupiah Penuh) / Earnings per Share (Full Rupiah)	13	12	1	8,33

Tinjauan Keuangan
Financial Overview

PENDAPATAN

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai pendapatan sejumlah Rp2,09 triliun. Nilai tersebut mengalami kenaikan sebesar 2,48% jika dibandingkan dengan perolehan pendapatan di tahun 2023 sejumlah Rp2,04 triliun. Perubahan nilai pendapatan disebabkan oleh kenaikan volume penjualan semen.

REVENUE

As of December 31, 2024, the Company recorded the value of revenue of Rp2.09 trillion, an increase of 2.48% compared to the acquisition of revenue in 2023 at Rp2.04 trillion. The change in the value of revenue was due to an increase in cement sales volume.

Perincian pendapatan Perusahaan pada 2024 berserta perbandingannya dengan pada 2023 adalah sebagai berikut:

Details of the Company's revenue in 2024 and its comparison with 2023 are as follows:

Pendapatan 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Revenue in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Penjualan pada Pihak Ketiga / Sales to Third Parties				
Penjualan Semen / Sales of Cement	60.096	454.833	(394.737)	(86,79)
Jasa Pengangkutan / Transportation Services	1.262	187	1.075	574,87
Penjualan *Limestone* / Sales of Limestone	455	-	0	100,00
Lain-Lain / Others	756	190	566	297,89
Jumlah Penjualan pada Pihak Ketiga / Total Sales to Third Parties	62.570	455.209	(392.639)	(86,25)
Penjualan pada Pihak Berelasi / Sales to Related Parties				
PT Semen Indonesia (Persero) Tbk	1.825.110	1.394.682	430.428	30,86
PT Semen Padang	136.157	97.189	38.968	40,10
PT Solusi Bangun Indonesia Tbk	48.627	60.686	(12.059)	(19,87)
Jumlah Penjualan pada Pihak Berelasi / Total Sales to Related Parties	**2.009.894**	**1.552.557**	**457.337**	**29,46**
Penjualan *White Clay* / Sales of White Clay				
PT Pupuk Sriwidjaja	18.888	32.914	(14.026)	(42,61)
Jumlah Penjualan Bersih / Total Net Sales	**2.091.352**	**2.040.679**	**50.673**	**2,48**

Kontribusi pendapatan terbesar berasal dari penjualan semen pada pihak berelasi sebesar Rp2,00 triliun atau meningkat sebesar 29,46% dari tahun lalu yang hanya mencapai Rp1,55 triliun.

The largest revenue contribution comes from sales of cement to related parties of Rp2.00 trillion or an increase of 29.46% from the previous year which only reached Rp1.55 trillion.

Tinjauan Keuangan
Financial Overview

BEBAN POKOK PENDAPATAN

Di tahun 2024, Perusahaan mencatatkan nilai beban pokok pendapatan sejumlah Rp1,49 triliun, mengalami kenaikan sebesar 6,97% jika dibandingkan dengan beban pokok pendapatan di tahun 2023 sejumlah Rp1,40 triliun. Perubahan nilai beban pokok pendapatan terutama disebabkan oleh peningkatan biaya tenaga kerja yang menerapkan Tarif Efektif Rata-rata (TER) dan biaya pabrikasi lainnya yang merupakan dampak dari peningkatan volume penjualan semen.

COST OF REVENUE

In 2024, the Company recorded a cost of revenue of Rp1.49 trillion, an increase of 6.97% compared to the cost of revenue in 2023 at Rp1.40 trillion. The change in the cost of revenue was due to an increase in labor costs applying TER and other manufacturing costs which were the impact of increasing cement sales volume.

Beban Pokok Penjualan 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Cost of Revenue in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Bahan Bakar dan Listrik / Fuel and Electricity	437.795	432.045	5.750	1,33
Bahan Baku dan Penolong / Raw Material and Supplies	338.392	337.211	1.181	0,35
Depresiasi dan Amortisasi / Depreciation and Amortization	187.948	193.566	(5.618)	(2,90)
Tenaga Kerja / Labor Costs	146.941	116.459	30.482	26,17
Pabrikasi Lainnya / Other Manufacture Expenses	389.982	324.220	65.762	20,28
Sub jumlah / Subtotal	**1.501.058**	**1.403.500**	**97.558**	**6,95**
Persediaan Barang dalam Proses / Work in Process				
Persediaan Awal / Beginning Balance	58.176	33.660	24.516	72,83
Persediaan Akhir / Ending Balance	(66.405)	(58.176)	-8.229	14,15
Beban Pokok Produksi / Cost of Goods Manufactured	**1.492.831**	**1.378.984**	**113.847**	**8,26**
Persediaan Barang Jadi				
Persediaan Awal / Beginning Balance	16.112	13.679	2.433	17,79
Pembelian / Purchase	319	19.107	(18.788)	(98,33)
Persediaan Akhir / Ending Balance	(16.360)	(16.112)	(248)	(1,54)
Jumlah Beban Pokok Penjualan / Total Cost of Revenue	**1.492.901**	**1.395.658**	**97.243**	**6,97**

Uraian komponen yang mempengaruhi kinerja beban pokok penjualan adalah sebagai berikut:

1. **Bahan Bakar dan Listrik**
   Biaya bahan bakar dan listrik mengalami peningkatan Rp5,75 miliar atau 1,33% dari Rp432,04 miliar menjadi Rp437,79 miliar di akhir tahun 2024. Peningkatan ini sejalan dengan peningkatan volume penjualan sebesar 3,43% selain itu juga disebabkan oleh peningkatan volume produksi semen sebesar 4,22%.

A description of the components that influence the performance of cost of revenue is as follows:

1. **Fuel and Electricity**
   Fuel and electricity costs increased by Rp5.75 billion or 1.33% from Rp432.04 billion to Rp437.79 billion at the end of 2024. This increase was in line with sales volume which grew by 3.43% and was also due to an increase in cement production volume by 4.22%.

Tinjauan Keuangan
Financial Overview

2. Bahan Baku dan Penolong

Biaya bahan baku dan penolong mengalami peningkatan Rp1,18 miliar atau hampir setara dengan tahun lalu dari Rp337,21 miliar menjadi Rp338,39 miliar di akhir tahun 2023. Peningkatan ini sejalan dengan peningkatan volume penjualan sebesar 3,43% selain itu juga disebabkan oleh meningkatnya harga satuan pembelian bahan baku dan penolong seperti *lateritic ores* dan *fly ash* guna untuk meningkatkan kualitas semen sehubungan dengan program penurunan faktor klinker.

3. Depresiasi dan Amortisasi

Biaya depresiasi dan amortisasi mengalami penurunan sebesar Rp5,62 miliar atau turun 2,90% dari Rp193,56 miliar menjadi Rp187,95 miliar yang disebabkan oleh rata-rata umur ekonomis mesin pabrik yang sudah habis di tahun 2024.

4. Biaya Tenaga Kerja

Biaya tenaga kerja mengalami peningkatan sebesar Rp30,48 miliar atau 26,17% dari tahun lalu dari Rp116,46 miliar menjadi Rp146,94 miliar, hal ini terutama disebabkan oleh kenaikan biaya PPh pasal 21 karyawan yang merupakan efek dari program TER dan tunjangan presensi dan makan karyawan yang baru diberlakukan di tahun 2024.

5. Pabrikasi Lainnya

Biaya pabrikasi lainnya mengalami peningkatan Rp65,76 miliar atau 20,28% dari Rp324,22 miliar menjadi Rp389,98 miliar. Hal ini terutama disebabkan oleh peningkatan angkutan intransit semen seiring dengan meningkatnya volume penjualan semen.

6. Persediaan Barang dalam Proses

Persediaan awal barang dalam proses mengalami peningkatan sebesar Rp24,52 miliar atau naik 72,83%, dari Rp33,66 miliar menjadi Rp58,18 miliar. Sementara itu persediaan akhir barang dalam proses juga mengalami peningkatan sebesar Rp8,23 miliar atau naik 14,14% dari tahun lalu, dari Rp58,18 miliar menjadi Rp66,40 miliar. Hal ini terutama disebabkan oleh peningkatan volume produksi semen.

2. Raw Material and Supplies

The cost of raw materials and supplies increased by Rp1.18 billion or almost the same as the previous year, from Rp337.21 billion to Rp338.39 billion at the end of 2023. This increase was in line with an increase in sales volume of 3.43% and was also due to an increase in unit prices for purchasing raw and auxiliary materials such as lateritic ores and fly ash to improve cement quality in connection with the clinker factor reduction program.

3. Depreciation and Amortization

Depreciation and amortization costs decreased by Rp5.62 billion or 2.90%, from Rp193.56 billion to Rp187.95 billion, which was due to the average economic life of factory machines expiring in 2024.

4. Labor Costs

Labor costs increased by Rp30.48 billion or 26.17% from the previous year, from Rp116.46 billion to Rp146.94 billion, which was mainly due to an increase in employee Article 21 income tax costs, which was the effect of the TER (average effective rate) program and employee attendance and meal allowances that were only implemented in 2024.

5. Other Manufacturing Expenses

Other manufacturing expenses increased by Rp65.76 billion or 20.28%, from Rp324.22 billion to Rp389.98 billion. This was mainly due to an increase in intransit cement transportation in line with the increasing cement sales volume.

6. Work in Process

The beginning inventory increased by Rp24.52 billion or 72.83%, from Rp33.66 billion to Rp58.18 billion. Meanwhile, the ending inventory also experienced an increase of Rp8.23 billion or 14.14% from the previous year, from Rp58.18 billion to Rp66.40 billion. This was mainly due to an increase in cement sales volume.

Tinjauan Keuangan
Financial Overview

7. Beban Pokok Produksi

Beban pokok produksi mengalami peningkatan sebesar Rp113,85 miliar atau naik 8,26% dari tahun lalu, dari Rp1,38 triliun menjadi Rp1,49 triliun. Hal ini terutama disebabkan oleh peningkatan biaya tenaga kerja yang merupakan efek dari program TER dan biaya angkutan intransit seiring dengan peningkatan volume penjualan semen.

8. Persediaan Barang Jadi

Persediaan barang jadi awal mengalami peningkatan sebesar Rp2,43 miliar atau naik 17,79% dari tahun lalu, dari Rp13,68 miliar menjadi Rp16,11 miliar. Sementara itu persediaan barang jadi akhir juga mengalami peningkatan sebesar Rp248 juta atau naik 1,54% dari tahun lalu, hal ini disebabkan oleh peningkatan volume penjualan semen.

7. Cost of Goods Manufactured

Cost of goods manufactured increased by Rp113.85 billion or 8.26% from the previous year, from Rp1.38 trillion to Rp1.49 trillion. This was mainly due to increased labor costs resulting from the TER program and intransit transportation costs along with increased cement sales volume.

8. Finished Goods

The beginning balance increased by Rp2.43 billion or 17.79% from the previous year, from Rp13,68 billion to Rp16.11 billion. Meanwhile, the ending balance also increased by Rp248 million or 1.54% from the previous year, this was due to the increase in cement sales volume.

LABA KOTOR

Di tahun 2024, Perusahaan mencatatkan laba kotor sejumlah Rp598,45 miliar. Laba kotor Perusahaan mengalami penurunan sebesar 7,22% jika dibandingkan dengan perolehan laba kotor di tahun 2023 sejumlah Rp645,02 miliar. Perubahan nilai laba kotor disebabkan oleh peningkatan beban pokok pendapatan seperti biaya tenaga kerja yang menerapkan TER dan biaya pabrikasi lainnya yang merupakan dampak dari peningkatan volume penjualan semen.

BEBAN PENJUALAN

Di tahun 2024, Perusahaan mencatatkan nilai beban penjualan sejumlah Rp161,32 miliar. Beban penjualan Perusahaan mengalami penurunan sebesar 19,52% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp200,45 miliar. Perubahan nilai beban penjualan dipengaruhi oleh adanya restrukturisasi organisasi yang pindah ke unit produksi, kegiatan promosi yang terpusat di holding (SIG) dan efisiensi biaya operasional lainnya.

GROSS PROFIT

In 2024, the Company recorded a total gross profit of Rp598.45 billion. The Company's gross profit decreased by 7.22% compared to the acquisition of gross profit in 2023 at Rp645.02 billion. The change in the value of gross profit was due to an increase in the cost of revenue such as labor costs that applied TER and other manufacturing expenses which were the impact of the increasing cement sales volume.

SELLING EXPENSES

In 2024, the Company recorded total selling expenses of Rp161.32 billion. The Company's selling expenses decreased by 19.52% compared to the acquisition of 2023 at Rp200.45 billion. The change in the value of selling expenses was influenced by organizational restructuring that moved to production units, promotional activities centralized in the holding (SIG), and other operational cost efficiencies.

Tinjauan Keuangan
Financial Overview

Perincian beban penjualan pada 2024 beserta perbandingannya dengan pada 2023 adalah sebagai berikut:

Beban Penjualan 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Details of sales expenses in 2024 and their comparison with 2023 are as follows:

Beban Penjualan 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Pengangkutan dan Distribusi / Freight and Distribution	136.851	153.309	(16.457)	(10,74)
Gaji, Upah dan Tunjangan / Salaries, Wages, and Allowances	15.722	31.993	(16.271)	(50,86)
Penyusutan dan Amortisasi / Depreciation and Amortization	2.562	5.635	(3.074)	(54,55)
Beban Pemeliharaan / Maintenance Expenses	1.873	2.142	(269)	(12,56)
Perjalanan Dinas / Business Trip	152	420	(268)	(63,81)
Lain-lain / Others	4.160	6.946	(2.788)	(40,13)
Jumlah Beban Penjualan / Total Selling Expenses	**163.318**	**200.446**	**(39.125)**	**(19,52)**

BEBAN UMUM DAN ADMINISTRASI

Di tahun 2024, Perusahaan mencatatkan nilai beban umum dan administrasi sejumlah Rp203,34 miliar. Beban umum dan administrasi Perusahaan mengalami penurunan sebesar 11,92% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp230,85 miliar. Perubahan nilai beban umum dan administrasi disebabkan oleh restrukturisasi organisasi yang pindah ke unit produksi dan efisiensi biaya operasional lainnya.

GENERAL AND ADMINISTRATIVE EXPENSES

In 2024, the Company recorded general and administrative expenses of Rp203.34 billion. The Company's general and administrative expenses decreased by 11.92% compared to the acquisition of 2023 at Rp230.85 billion. The change in the value of general and administrative expenses was due to organizational restructuring moving to production units and other operational cost efficiencies.

Perincian beban umum dan administrasi pada 2024 beserta perbandingan dengan pada 2023 adalah sebagai berikut:

Beban Umum dan Administrasi 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Details of general and administrative expenses in 2024 and their comparison with 2023 are as follows:

General and Administrative Expenses in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Gaji, Upah dan Tunjangan / Salaries, Wages and Allowances	105.302	107.712	(2.410)	(2,24)
Penyusutan dan Amortisasi / Depreciation and Amortization	16.113	29.503	(13.390)	(45,39)
Jasa Profesional dan Keamanan / Professional Fee	14.428	24.095	(9.667)	(40,12)
Denda Pajak, Asuransi dan Sewa / Taxes Penalty, Insurance and Rent	11.073	12.555	(1.482)	(1,180)
Beban Pemeliharaan / Maintenance	10.128	5.996	4.132	68,91
Lain-Lain / Others	9.726	6.556	3.170	48,35
Perjalanan Dinas / Business Trip	7.374	9.038	(1.664)	(18,41)
Jasa *Outsourcing* / Labor Outsourcing Expense	7.221	8.643	(1.422)	(16,45)

Tinjauan Keuangan
Financial Overview

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Keamanan / Security	6.575	5.661	913	16,15
Listrik dan Air / Electricity and Water	4.118	3.605	513	14,23
Alat Tulis Kantor / Stationery	3.458	3.757	(299)	(7,96)
Telekomunikasi dan Koordinasi / Telecommunication and Coordination	2.254	5.690	(3.436)	(60,39)
Sumbangan / Donation	2.525	4.525	(2.000)	(44,20)
Diklat dan Pengadaan Pegawai / Training and Recruitment	1.581	1.287	294	22,84
Pembinaan Jasmani dan Rohani / Mental and Physical Development	804	1.346	(542)	(40,27)
Penelitian dan Pengembangan / Research and Development	364	329	35	10,64
Rapat Dinas / Meeting	297	551	(254)	(46,10)
Jumlah Beban Umum dan Administrasi / Total General and Administrative Expenses	**203.341**	**230.849**	**(27.508)**	**(11,92)**

PENDAPATAN (BEBAN) LAINNYA

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai pendapatan (beban) lainnya sejumlah Rp12,74 miliar. Nilai tersebut mengalami penurunan sebesar 70,62% jika dibandingkan dengan perolehan pendapatan (beban) lainnya di tahun 2023 sejumlah Rp43,36 miliar. Perubahan nilai pendapatan (beban) lainnya disebabkan oleh terjadi penurunan klaim dan pinalti dari periode yang sama tahun lalu karena pada tahun lalu terdapat penerimaan klaim asuransi sebesar Rp4,7 miliar serta penurunan pemulihan cadangan piutang sebesar Rp25,1 miliar.

Perincian pendapatan (beban) lainnya pada 2024 beserta perbandingan dengan pada 2023 adalah sebagai berikut:

Pendapatan (Beban) Lainnya 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

OTHER INCOME (EXPENSES)

As of December 31, 2024, the Company recorded other income (expenses) of Rp12.74 billion, a decrease of 70.62% compared to the acquisition of other income (expenses) in 2023 at Rp43.36 billion. The change in the value of other income (expenses) was due to a decrease in claims and penalties from the same period in the previous year because there was an insurance claim receipt of Rp4.7 billion and a decrease in the recovery of receivables reserves of Rp25.1 billion last year.

Details of other income (expenses) in 2024 and their comparison with 2023 are as follows:

Other Income (Expenses) in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Pendapatan Lainnya / Other Income	2.462	7.180	(4.718)	(65,71)
Pendapatan Klaim dan Denda / Claim Revenue and Penalties	5.503	5.178	325	6,28
Pendapatan Royalty / Gain on Disposal of Fixed Assets	30	–	30	100,00
Sub jumlah / Subtotal	**7.995**	**12.358**	**(4.363)**	**(35,31)**
Cadangan Kerugian Penurunan Nilai / Allowance for Impairment Losses	8.336	30.285	(21.949)	(72,47)
Rugi Selisih Kurs Transaksi / Losses from Foreign Exchange Rate Transactions	(389)	(214)	(175)	81,78

Tinjauan Keuangan
Financial Overview

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Beban Lainnya / Others Expenses	(3.202)	(66)	3.136	4,751
Sub jumlah / Subtotal	**4.745**	**30.005**	**(25.260)**	**(84,19)**
Jumlah Pendapatan (Beban) Lainnya / Total Other Income (Expenses)	**12.740**	**42.364**	**(29.624)**	**(69,93)**

LABA USAHA

Hingga 31 Desember 2024, Perusahaan mencatatkan laba usaha sejumlah Rp246,53 miliar. Laba usaha Perusahaan mengalami penurunan sebesar 4% jika dibandingkan dengan perolehan laba usaha di tahun 2023 sejumlah Rp256,09 miliar. Perubahan nilai laba usaha disebabkan oleh peningkatan beban pokok pendapatan seperti biaya tenaga kerja yang menerapkan TER dan biaya pabrikasi lainnya yang merupakan dampak dari peningkatan volume penjualan semen, namun terdapat perbaikan di biaya opex yang disebabkan oleh efisiensi biaya operasional lainnya.

OPERATING INCOME

As of December 31, 2024, the Company recorded an operating income of Rp246.53 billion. The Company's operating income decreased by 4%, compared to the acquisition of operating income in 2023 at Rp256.09 billion. The change in the value of operating income was due to an increase in the cost of revenue such as labor costs implementing TER and other manufacturing costs which were the impact of the increasing cement sales volume, but there was an improvement in opex costs caused by the efficiency of other operational costs.

PENDAPATAN KEUANGAN

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai pendapatan keuangan sejumlah Rp4,12 miliar. Nilai tersebut mengalami penurunan sebesar 19,30% jika dibandingkan dengan perolehan pendapatan keuangan di tahun 2023 sejumlah Rp5,10 miliar. Perubahan nilai pendapatan keuangan disebabkan oleh penurunan atas saldo deposito dan giro yang dipergunakan untuk membayar pokok dan bunga pinjaman bank.

FINANCE INCOME

As of December 31, 2024, the Company recorded a finance income value of Rp4.12 billion, a decrease of 19.30% compared to the acquisition of finance income in 2023 at Rp5.10 billion. The change in the value of finance income was due to a decrease in the balance of deposits and current accounts used to pay the principal and interest on bank loans.

Perincian pendapatan keuangan Perusahaan pada 2024 beserta perbandingan dengan perolehan pada 2023 adalah sebagai berikut:

Pendapatan Keuangan 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Details of the Company's finance income in 2024 and their comparison with 2023 are as follows:

Finance Income 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Kenaikan/Penurunan / *Increase/Decrease*	
			Selisih / *Difference*	Persentase / *Percentage*
Pendapatan Bunga Deposito / Interest Income from Deposits	3.585	4.018	(433)	(10,78)
Pendapatan Jasa Giro / Income on Current Accounts	513	1.046	(533)	(50,96)
Pendapatan Bunga Tabungan / Saving Interest Income	16	35	(19)	(54,29)
Jumlah Pendapatan Keuangan / Total Finance Income	**4.115**	**5.099**	**(984)**	**(19,30)**

Tinjauan Keuangan
Financial Overview

BEBAN KEUANGAN

Di tahun 2024, Perusahaan mencatatkan nilai beban keuangan sejumlah Rp78,85 miliar. Beban keuangan Perusahaan mengalami penurunan sebesar 20,03% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp98,61 miliar. Perubahan nilai beban keuangan disebabkan oleh penurunan nilai beban bunga pinjaman bank dalam bentuk kredit sindikasi efek dari dilakukannya *refinancing* pinjaman bank pada tahun 2023 menjadi kredit sindikasi SLL dimana penurunan pokok pinjaman bank jangka panjang dan perubahan pada suku bunga pinjaman dari 9,25% menjadi Jibor 3 bulan + *margin*.

FINANCE EXPENSES

In 2024, the Company recorded a finance expense value of Rp78.85 billion. The Company's finance expenses decreased by 20.03% compared to the acquisition in 2023 at Rp98.61 billion. The change in the value of finance expenses was due to a decrease in the value of bank loan interest expense in the form of syndicated credit, the effect of refinancing bank loans in 2023 into SLL syndicated credit, where the principal of long-term bank loans decreased and the loan interest rate changed from 9.25% to 3-month Jibor + margin.

Perincian beban keuangan Perusahaan pada 2024 beserta perbandingan dengan perolehan pada 2023 adalah sebagai berikut:

Details of the Company's finance expenses in 2024 and their comparison with 2023 are as follows:

Beban Keuangan 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Finance Expenses in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Beban Bunga Pinjaman Bank / Interest Expense of Bank Loan	64.025	82.860	(18.835)	(22,73)
Beban Bunga Sewa / Interest Expense of Lease	9.926	9.767	159	1,63
Beban Bunga Aset Restorasi / Restoration Asset Interest Expense	3.694	1.659	2.035	122,66
Beban Bunga Pasca Tambang dan Reklamasi / Post Mining and Reclamation Interest Expenses	1.208	1.221	(13)	(1,06)
Beban Bunga MTN / Interest expense of MTN	0	77	(77)	(100,00)
Beban Bunga Lainnya / Other Interest Expenses	0	3.023	(3.023)	(100,00)
Jumlah Beban Keuangan / Total Finance Expenses	**78.853**	**98.607**	**(19.754)**	**(20,03)**

LABA SEBELUM PAJAK PENGHASILAN

Hingga 31 Desember 2024, Perusahaan mencatatkan laba sebelum pajak penghasilan sejumlah Rp171,79 miliar. Laba sebelum pajak penghasilan Perusahaan mengalami kenaikan sebesar 5,66% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp162,58 miliar. Perubahan nilai laba sebelum pajak penghasilan disebabkan oleh penurunan suku bunga pinjaman.

PROFIT BEFORE INCOME TAX

As of December 31, 2024, the Company recorded a finance income value of Rp171.79 billion, an increase of 5.66% compared to the acquisition of finance income in 2023 at Rp5.10 billion. The change in the value of finance income was due to a decrease in loan interest rates.

Tinjauan Keuangan
Financial Overview

BEBAN PAJAK PENGHASILAN

Di tahun 2024, Perusahaan mencatatkan nilai beban pajak penghasilan sejumlah Rp42,54 miliar. Beban pajak penghasilan Perusahaan mengalami kenaikan sebesar 3,73% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp41,01 miliar.

INCOME TAX EXPENSE

In 2024, the Company recorded an income tax expense value of Rp42.54 billion. The Company's income tax expense increased by 3.73% compared to the acquisition in 2023 at Rp41.01 billion.

LABA TAHUN BERJALAN

Hingga 31 Desember 2024, Perusahaan mencatatkan laba tahun berjalan sejumlah Rp129,25 miliar. Laba tahun berjalan Perusahaan mengalami kenaikan sebesar 6,32% jika dibandingkan dengan perolehan laba tahun berjalan di tahun 2023 sejumlah Rp121,57 miliar. Perubahan nilai laba tahun berjalan disebabkan oleh peningkatan volume penjualan semen, penurunan beban keuangan yang disebabkan oleh penurunan suku bunga pinjaman dan biaya lainnya yang disebabkan efisiensi biaya operasional.

PROFIT FOR THE YEAR

As of December 31, 2024, the Company recorded a profit for the year of Rp129.25 billion. The Company's profit for the year increased by 6.32% compared to the acquisition of profit for the year in 2023 at Rp121.57 billion. The change in the value of profit for the year was due to an increase in cement sales volume, a decrease in financial expenses caused by a decrease in loan interest rates and other costs due to operational cost efficiency.

PENGHASILAN (KERUGIAN) KOMPREHENSIF LAIN

Di tahun 2024, Perusahaan mencatatkan penghasilan (kerugian) komprehensif lain sejumlah Rp894 juta. Nilai penghasilan (kerugian) komprehensif lain Perusahaan mengalami kenaikan sebesar 105,83% jika dibandingkan dengan perolehan di tahun 2023 yang mengalami kerugian komprehensif lain sejumlah Rp15,33 miliar. Perubahan nilai penghasilan (kerugian) komprehensif lain disebabkan oleh pengukuran kembali imbalan kerja jangka panjang pensiun dan pesangon akibat dari perubahan asumsi dalam perhitungan aktuaria.

OTHER COMPREHENSIVE INCOME (LOSS)

In 2024, the Company recorded other comprehensive income (loss) of Rp894 million. The Company's other comprehensive income (loss) increased by 105.83% compared to the acquisition in 2023 at Rp15.33 billion. The change in the value of other comprehensive income (loss) was due to the remeasurement of long-term employee benefits, pension, and severance pay resulting from changes in assumptions in actuarial calculations.

Perincian penghasilan (kerugian) komprehensif lain Perusahaan pada tahun 2023 - 2024 adalah sebagai berikut:

Penghasilan (Kerugian) Komprehensif Lain 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Details of the Company's other comprehensive income (loss) in 2023 - 2024 are as follows:

Other Comprehensive Income (Loss) in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Pos-Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi / Items that Will Not be Reclassified to Profit or Loss				
Pengukuran Kembali Program Imbalan Pasti / Remeasurement of Defined Benefit Program	1.145	(19.658)	20.803	(105,82)
Pajak Penghasilan Terkait / Related Income Tax	(252)	4.325	(4.577)	(105,83)
Jumlah Penghasilan Komprehensif Lain / Total Other Comprehensive Income	**893**	**(15.333)**	**16.227**	**(105,83)**

Tinjauan Keuangan
Financial Overview

JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Di tahun 2024, Perusahaan mencatatkan jumlah penghasilan komprehensif tahun berjalan sejumlah Rp130,15 miliar. Nilai tersebut mengalami kenaikan sebesar 22,51% jika dibandingkan dengan perolehan di tahun 2023 sejumlah Rp106,24 miliar.

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

In 2024, the Company recorded other comprehensive income of Rp130.15 billion. The Company's other comprehensive income increased by 22.51% compared to the acquisition in 2023 at Rp106.24 billion.

LAPORAN ARUS KAS KONSOLIDASIAN

ARUS KAS KONSOLIDASIAN 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CASH FLOW

CONSOLIDATED CASH FLOW IN 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Arus Kas dari Aktivitas Operasi / Cash Flow from Operating Activities	182.542	296.498	(113.956)	(38,43)
Arus Kas dari Aktivitas Investasi / Cash Flow from Investing Activities	(51.951)	(102.976)	51.025	(49,55)
Arus Kas dari Aktivitas Pendanaan / Cash Flow from Financing Activities	(200.023)	(617.976)	417.953	(67,63)
(Penurunan) Kenaikan Bersih Kas dan Setara Kas/ Net Increase (Decrease) in Cash and Cash Equivalents	(69.431)	(424.454)	355.023	(83,64)
Pengaruh Perubahan Selisih Kurs terhadap Kas dan Setara Kas / Effects Of Foreign Exchange Rate Changes On Cash And Cash Equivalents	888	(77)	965	(1.253,25)
Kas dan Setara Kas Awal Tahun / Cash and Cash Equivalents at Beginning of the Year	98.387	522.918	(424.531)	(81,19)
Kas dan setara Kas Akhir Tahun / Cash and Cash Equivalents at End of the Year	29.843	98.387	(68.544)	(69,67)

Informasi rincian arus kas konsolidasian tahun 2023 – 2024 adalah sebagai berikut:

Detailed information on consolidated cash flows for 2023 – 2024 is as follows:

ARUS KAS DARI AKTIVITAS OPERASI

Arus Kas dari Aktivitas Operasi 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CASH FLOW FROM OPERATING ACTIVITIES

Cash Flow from Operating Activities in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Penerimaan Kas dari Pelanggan / Receipt from Customers	1.837.865	1.818.977	18.888	1,04
Pembayaran Kas kepada Pemasok / Payments to Suppliers	(1.386.231)	(1.231.223)	(155.008)	12,59
Pembayaran Kas kepada Karyawan / Payments to Employees	(211.525)	(188.228)	(23.297)	12,38
Pembayaran Bunga Keuangan / Payment of Finance Interest	(70.335)	(106.847)	36.512	(34,17)
Penerimaan atas klaim / Receipt of claims	19.152	0	19.152	100,00
Penerimaan Bunga / Interest Income Receipt	4.115	5.416	(1.301)	(24,02)
Penerimaan Restitusi Pajak / Receipt from Tax Refunds	0	2.295	(2.295)	(100,00)
Pembayaran Pajak Penghasilan / Payment Corporate of Income Tax	(10.499)	(3.894)	(6.605)	169,62
Arus Kas Bersih Diperoleh dari Aktivitas Operasi / Net Cash Flow from Operating Activities	**182.542**	**296.498**	**(113.956)**	**(38,43)**

Tinjauan Keuangan
Financial Overview

Di tahun 2024, Perusahaan mencatatkan nilai arus kas dari aktivitas operasi sejumlah Rp182,54 miliar, mengalami penurunan sebesar 38,43% jika dibandingkan dengan perolehan tahun 2023 sejumlah Rp296,49 miliar. Perubahan nilai arus kas dari aktivitas operasi disebabkan oleh peningkatan pada pembayaran kepada pemasok dan juga pembayaran kepada karyawan.

In 2024, the Company recorded the cash flow value from operating activities of Rp182.54 billion, a decrease of 38.43% compared to the acquisition in 2023 at Rp296.49 billion. The change in the cash flow value from operating activities was due to an increase in payments to suppliers as well as payments to employees.

ARUS KAS DARI AKTIVITAS INVESTASI

Arus Kas dari Aktivitas Investasi 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CASH FLOW FROM INVESTING ACTIVITIES

Cash Flow from Investing Activities in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Penempatan Deposito Berjangka Yang dibatasi penggunaannya / Placement of Time Deposits with Restricted Use	(14.582)	-	(14.582)	(100,00)
Pembelian Aset Tetap / Acquisition of Fixed Assets	(17.158)	(37.536)	20.379	54,29
Pembelian Aset Tidak Berwujud / Purchase of Intangible Assets	(80)	(5.567)	5.487	98,56
Aset dalam Pembangunan / Construction in Progress	(20.132)	(59.873)	39.741	66,38
Arus Kas Bersih Digunakan untuk Aktivitas Investasi / Net Cash Flow for Investing Activities	**(51.951)**	**(102.976)**	**51.025**	**49,55**

Di tahun 2024, Perusahaan mencatatkan nilai arus kas dari aktivitas investasi sejumlah Rp51,95 miliar, mengalami penurunan sebesar 49,55% jika dibandingkan dengan perolehan tahun 2023 sejumlah Rp102,98 miliar. Perubahan nilai arus kas dari aktivitas investasi disebabkan oleh turunnya nilai investasi yang dilakukan Perusahaan yang menyesuaikan dengan kondisi keuangan Perusahaan dan skala prioritas.

In 2024, the Company recorded the cash flow value from investing activities of Rp51.95 billion, a decrease of 49.55% compared to the acquisition in 2023 at Rp102.98 billion. The change in the cash flow value from investing activities was due to a decrease in the value of investments made by the Company in line with the Company's financial condition and priority scale.

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus Kas dari Aktivitas Pendanaan 2023-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

CASH FLOW FROM FINANCING ACTIVITIES

Cash Flow from Financing Activities in 2023-2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Penerimaan Pinjaman Bank / Receipt of Bank Loan	0	901.425	(901.425)	(100,00)
Pembayaran Pinjaman Bank / Payment of Bank Loan	(175.000)	(1.496.987)	1.321.987	88,31
Pembayaran Dividen / Payment of Dividends	(24.314)	(18.965)	(5.349)	(28,20)
Pembayaran Liabilitas Sewa / Payment of Lease Liabilities	(709)	(3.449)	2.740	79,44
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan / Net Cash Flow for Financing Activities	**(200.023)**	**(617.976)**	**417.953**	**67,63**

Tinjauan Keuangan
Financial Overview

Di tahun 2024, Perusahaan mencatatkan nilai arus kas dari aktivitas pendanaan sejumlah Rp200,02 miliar, mengalami penurunan sebesar 67,63% jika dibandingkan dengan perolehan tahun 2023 sejumlah Rp617,98 miliar. Perubahan nilai arus kas dari aktivitas pendanaan disebabkan oleh penurunan pada pembayaran pinjaman bank setelah dilakukan *refinancing* pada tahun 2023.

In 2024, the Company recorded the cash flow value from financing activities of Rp200.02 billion, a decrease of 67.63% compared to the acquisition in 2023 at Rp617.98 billion. The change in the cash flow value from financing activities was due to a decrease in bank loan payments after refinancing in 2023.

KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS

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. Di tahun 2024, Perusahaan mencatatkan nilai penurunan bersih kas dan setara kas sejumlah Rp69,43 miliar, mengalami kenaikan sebesar 83,64% jika dibandingkan tahun 2023 dengan penurunan bersih kas dan setara kas sejumlah Rp424,45 miliar. Perubahan nilai penurunan bersih kas dan setara kas Perusahaan disebabkan oleh pembayaran kepada pemasok dan karyawan dan pembayaran pokok pinjaman bank.

INCREASE (DECREASE) IN NET CASH AND CASH EQUIVALENTS

The net increase or decrease in cash and cash equivalents is the accumulation of cash flow from operating activities, cash flow from investing activities, and cash flow from financing activities. In 2024, the Company recorded a net decrease in cash and cash equivalents of Rp69.43 billion, an increase of 83.64%, compared to 2023 with a net decrease in cash and cash equivalents of Rp424.45 billion. The change in the net decrease in the Company's cash and cash equivalents was due to payments to Suppliers and employees as well as principal payments on bank loans.

PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS

Di tahun 2024, pengaruh perubahan selisih kurs terhadap kas dan setara kas Perusahaan sejumlah Rp888 juta, mengalami kenaikan sebesar 1.253,25% jika dibandingkan tahun 2023 yang mengalami kerugian kurs sejumlah Rp77 juta. Perubahan tersebut disebabkan oleh perubahan nilai kurs mata uang asing atas saldo giro Perusahaan.

EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS

In 2024, the effect of changes in exchange rate differences on the Company's cash and cash equivalents was Rp888 million, an increase of 1,253.25% compared to 2023, with currency loss of Rp77 million. This was due to changes in foreign exchange rates on the Company's current account balance.

KAS DAN SETARA KAS AWAL TAHUN

Perusahaan mencatatkan nilai kas dan setara kas awal tahun 2024 sejumlah Rp98,39 miliar, mengalami penurunan sebesar 81,18% jika dibandingkan tahun 2023 sejumlah Rp522,92 miliar. Perubahan nilai kas dan setara kas awal tahun disebabkan karena adanya pembayaran dipercepat pokok pinjaman bank.

CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR

The Company recorded cash and cash equivalents at the beginning of 2024 of Rp98.39 billion, a decrease of 81.18% compared to 2023 at Rp522.92 billion. The change in the value of cash and cash equivalents at the beginning of the year was due to accelerated payments of bank loan principal.

Tinjauan Keuangan
Financial Overview

KAS DAN SETARA KAS AKHIR TAHUN

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai kas dan setara kas akhir tahun sejumlah Rp29,84 miliar. Nilai kas dan setara kas akhir tahun mengalami penurunan sebesar 69,67% jika dibandingkan tahun 2023 sejumlah Rp98,37 miliar. Perubahan nilai kas dan setara kas akhir tahun disebabkan oleh kenaikan atas pembayaran kepada pemasok, pembayaran kepada karyawan dan pembayaran pokok pinjaman bank.

CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR

As of December 31, 2024, the Company recorded cash and cash equivalents at the end of the year was Rp29.84 billion. The value of cash and cash equivalents at the end of the year decreased by 69.67%, compared to 2023 at Rp98.37 billion. The change in the value of cash and cash equivalents at the end of the year was due to an increase in payments to suppliers as well as payments to employees and principal payments on bank loans.

INFORMASI KEUANGAN PENTING LAINNYA

RASIO PROFITABILITAS

Rasio profitabilitas merupakan 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.

OTHER KEY FINANCIAL INFORMATION

PROFITABILITY RATIO

The profitability ratio used to determine the Company's ability to obtain profits from income related to sales, assets, and equity, based on certain measurement bases. Types of profitability ratios are used to show how much profit or profit is obtained from the Company's performance.

Komponen rasio profitabilitas Perusahaan adalah sebagai berikut:

Rasio Profitabilitas 2023-2024

(Dalam persen)

The Company's profitability ratio components are as follows:
:

Profitability Ratio in 2023-2024

(In percent)

Uraian / *Description*	2024	2023	Perubahan / *Changes*
Gross Profit Margin	29	32	(3)
Operating Profit Margin	11	13	(1)
Net Profit Margin	6,2	6,0	0,2
EBITDA Margin	22	24	(2)
Net Profit to Equity Ratio	4,0	3,8	0,2
Net Profit to Asset	2,6	2,5	0,1

Di tahun 2024, Perusahaan mencatatkan *gross profit margin* sebesar 29% mengalami penurunan sebesar 3% dari tahun lalu sebesar 32%. *Operating profit margin* perusahaan mengalami perubahan, dari sebesar 13% di tahun 2023 menjadi 12% di tahun 2024. Hal ini dikarenakan peningkatan beban pokok pendapatan yang disebabkan oleh kenaikan biaya tenaga kerja yang dipengaruhi oleh penerapan TER dan kenaikan biaya pabrikasi lainnya yang di dasari oleh kenaikan biaya angkutan intransit semen seiring peningkatan volume penjualan.

In 2024, the Company recorded a gross profit margin reached 29%, which decreased by 3% from the previous year of 32%. The Company's operating profit margin changed, from 13% in 2023 to 12% in 2024. This was due to an increase in the cost of revenue caused by an increase in labor costs influenced by the TER implementation and an increase in other manufacturing costs based on an increase in cement intransit transportation costs along with an increase in sales volume.

Tinjauan Keuangan
Financial Overview

Sementara itu, *net profit margin* mengalami kenaikan sebesar 0,2% dimana pada tahun 2024 tercatat sebesar 6,2% namun di tahun 2023 tercatat sebesar 6,0%. Hal ini disebabkan oleh penurunan suku bunga pinjaman dan efisiensi biaya operasional lainnya. Perubahan juga terjadi pada EBITDA *margin*, pada tahun sebelumnya tercatat sebesar 13% namun di tahun 2024 tercatat sebesar 12%. Hal ini terutama disebabkan oleh penurunan laba usaha perusahaan.

Meanwhile, the net profit margin increased by 0.2%, whereas it was recorded at 6.2% in 2024, but it was recorded at 6.0% in 2023. This was due to a decrease in loan interest rates and other operational cost efficiencies. Changes also occurred in the Ebitda margin, where it was recorded at 13% in the subluminal year, yet it was recorded at 12% in 2024. This was mainly caused by a decrease in the Company's operating profit.

Peningkatan *net profit* perusahaan tercermin pada rasio *net profit to equity* rasio dimana pada tahun 2023 tercatat sebesar 3,8%, namun pada tahun 2024 mencapai 4,0%. Dan rasio *net profit to asset* pada tahun 2023 tercatat sebesar 2,5% namun pada tahun 2024 mencapai 2,6%.

The increase in the Company's net profit was reflected in the net profit to equity ratio, which was recorded at 3.8% in 2023, but reached 4.0% in 2024. The net profit to asset ratio in 2023 was recorded at 2.5%, but it reached 2.6% in 2024.

RASIO KONDISI KEUANGAN

Rasio kondisi keuangan merupakan rasio yang digunakan untuk memberikan gambaran pada investor atau para pemegang saham atas kondisi keuangan Perusahaan, baik kondisi jangka pendek maupun jangka panjang. Rasio kondisi keuangan jangka pendek memperlihatkan kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek. Sementara itu, rasio kondisi keuangan jangka panjang berkaitan dengan kemampuan Perusahaan dalam menjaga kelangsungan usaha, dengan memenuhi kewajiban-kewajiban jangka panjang.

FINANCIAL CONDITION RATIOS

The financial condition ratios are ratios used to provide investors or shareholders with an overview of the Company's financial condition, both short-term and long-term conditions. The short-term financial condition ratio shows the Company's ability to meet short-term liabilities. Meanwhile, the long-term financial condition ratio is related to the Company's ability to maintain business continuity, by fulfilling long-term obligations.

Komponen rasio kondisi keuangan Perusahaan adalah sebagai berikut:

The Company's financial condition ratios are described as follows:

Rasio Kondisi Keuangan 2023-2024
(Dalam kali)

Financial Condition Ratios in 2023-2024
(In times)

Uraian / *Description*	2024	2023	Perubahan / *Changes*
Kondisi Keuangan Jangka Pendek / Short-Term Financial Conditions			
Rasio Lancar / Current Ratio	1,22	1,12	0,10
Rasio Kas / Cash Ratio	0,04	0,13	(0,9)
Kondisi Keuangan Jangka Panjang / Long-Term Financial Conditions			
Total Asset to Total Debt	2,99	2,87	0,12
Total Debt to Total Equity	0,50	0,54	(0,04)
Total Debt to Total Fixed Assets	0,42	0,42	0,00
Longterm Debt to Equity	0,19	0,24	(0,05)
Net Debt to EBITDA	3,55	3,29	0,26
Weighted Average Cost of Capital (WACC)	8,71	8,59	0,12

Tinjauan Keuangan
Financial Overview

Di tahun 2024, Perusahaan mencatatkan rasio lancar dan rasio kas masing-masing sebesar 1,22x dan 0,04x, dibanding pada tahun sebelumnya yang masing-masing sebesar 1,12x dan 0,13x. perolehan tersebut memperlihatkan kemampuan perusahaan yang kurang baik dalam memenuhi kewajiban jangka pendek dibanding tahun sebelumnya.

In 2024, the Company recorded a current ratio and cash ratio of 1.22x and 0.04x respectively, compared to the previous year which were 1.12x and 0.13x respectively, showing the Company's poor ability to meet its short-term obligations compared to the previous year.

Rasio solvabilitas menunjukan kemampuan perusahaan dalam memenuhi kewajiban jangka panjang. Pada tahun 2024, rasio-rasio solvabilitas Perusahaan memperlihatkan kemampuan yang cenderung stabil dibandingkan tahun sebelumnya. Hal ini terlihat antara lain melalui rasio *total asset total debt*, yang masih relatif baik yaitu sebesar 2,99x dibanding pada tahun sebelumnya sebesar 2,87x.

The solvency ratio indicated that the Company managed to meet its long-term obligations. In 2024, the Company's solvency ratios showed a tendency to be stable compared to the previous year. This could be seen, among others, through the total asset total debt ratio, which was still relatively good at 2.99x compared to the previous year of 2.87x.

RASIO PENGUNGKIT

Rasio pengungkit (*gearing ratio*) merupakan rasio yang digunakan untuk memonitor 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.

Komponen rasio pengungkit Perusahaan adalah sebagai berikut:

The Company's gearing ratio components are as follows:

Rasio Pengungkit 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Gearing Ratio 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Pinjaman Bank / Bank Loans	605.889	772.370	(166.481)	(21,55)
Liabilitas Sewa / Lease Liabilities	123.617	119.386	4.231	3,54
Total Pinjaman yang Berdampak Bunga / Total Interest Affecting Loans	729.056	891.756	(162.700)	(18,24)
Total Ekuitas / Total Equity	3.268.245	3.162.412	105.833	3,35
Rasio Pengungkit (kali) / Gearing Ratio (times)	0,22	0,28	(0,06)	(21,43)

Di tahun 2024, Perusahaan mencatatkan rasio pengungkit sebesar 0,22x turun 21,43% dari tahun sebelumnya yaitu sebesar 0,28x. Penurunan ini memperlihatkan kondisi ekuitas yang lebih baik dan disertai penurunan pinjaman bank yang dipengaruhi oleh pembayaran dipercepat sebesar Rp175 miliar di tahun 2024.

In 2024, the Company recorded a leverage ratio of 0.22x, decreasing by 21.43% from the previous year's leverage ratio of 0.28x and showing better equity conditions, while it was also accompanied by a decline in bank loans influenced by accelerated payments of Rp175 billion in 2024.

Tinjauan Keuangan
Financial Overview

Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang Kemampuan Membayar Utang
Ability to Pay Debts and Receivables Collectability Rate

KEMAMPUAN MEMBAYAR UTANG

Kemampuan Perusahaan dalam memenuhi seluruh kewajiban, baik jangka pendek maupun jangka panjang, diukur melalui rasio likuiditas dan rasio solvabilitas. Rasio likuiditas digunakan untuk mengukur kemampuan Perusahaan dalam melunasi kewajiban-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.

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.

KEMAMPUAN PERUSAHAAN DALAM MEMBAYAR UTANG JANGKA PENDEK BERDASARKAN RASIO LIKUIDITAS

Perusahaan menggunakan rasio likuiditas untuk mengetahui kemampuan dalam memenuhi kewajiban jangka pendek yang akan jatuh tempo. Rasio likuiditas diukur dengan 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.

ABILITY TO PAY SHORT-TERM DEBT BASED ON LIQUIDITY RATIO

The Company uses the liquidity ratio to determine its ability to fulfill short-term obligations that will mature. The liquidity ratio is measured 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.

Kemampuan Perusahaan dalam membayar utang jangka pendek berdasarkan rasio likuiditas di tahun 2023 – 2024 adalah sebagai berikut:

Kinerja Rasio Likuiditas 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

The Company's ability to pay short-term debt based on the liquidity ratio in 2023 – 2024 is as follows:

Liquidity Performance in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Kas dan Setara Kas / Cash and Cash Equivalents	29.843	98.387	(68.544)	(69,67)
Aset Lancar / Current Assets	1.000.678	816.846	183.832	22,51
Liabilitas Jangka Pendek / Current Liabilities	822.079	731.493	90.586	12,38
Rasio Likuiditas / Liquidity Ratio				
Rasio Lancar (kali) / Current Ratio (times)	1,22	1,12	0,10	8,93
Rasio Kas (kali) / Cash Ratio (times)	0,04	0,13	(0,09)	(69,23)

Tinjauan Keuangan
Financial Overview

Di tahun 2024, Perusahaan mencatatkan rasio lancar sebesar 1,22x mengalami peningkatan dari tahun sebelumnya yaitu sebesar 1,12x, sementara itu rasio kas pada tahun 2024 sebesar 0,04x mengalami penurunan sebesar 0,09x dibanding tahun sebelumnya yang sebesar 0,13x. Hal ini terutama disebabkan adanya percepatan pembayaran pokok pinjaman sebesar Rp175 miliar di tahun 2024.

In 2024, the Company recorded a current ratio of 1.22x, which increased from the previous year of 1.12x, while the cash ratio in 2024 was 0.04x, which decreased by 0.09x compared to the previous year of 0.13x. This was mainly due to the acceleration of principal loan payments of Rp175 billion in 2024.

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.

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.

Kemampuan Perusahaan dalam membayar utang jangka pendek maupun jangka panjang berdasarkan rasio solvabilitas di tahun 2023 – 2024 adalah sebagai berikut:

The Company's ability to pay short-term and long-term debts based on the solvency ratio in 2023 – 2024 is as follows:

Kinerja Rasio Solvabilitas 2023-2024
(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Solvency Performance in 2023-2024
(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Jumlah Aset / Total Assets	4.907.687	4.856.731	50.956	1,05
Jumlah Liabilitas / Total Liabilities	1.639.442	1.694.318	(54.876)	(3,24)
Jumlah Ekuitas / Total Equity	3.268.245	3.162.412	105.833	3,35
EBITDA	453.153	484.872	(31.719)	(6,54)
Utang Berbunga / Interest Debt	729.056	891.756	(162.700)	(18,24)
Beban Bunga / Interest Expense	78.853	98.607	(19.754)	(20,03)
Rasio Solvabilitas / Solvability Ratio				
Debt to Equity Ratio (kali / times)	0,50	0,54	(0,04)	(7,41)
Interest Bearing Debt to Invested Capital Ratio (kali / times)	0,18	0,22	(0,04)	(18,18)
Interest Coverage Ratio (kali / times)	5,75	4,92	0,83	16,87

Tinjauan Keuangan
Financial Overview

Pada tabel diatas terlihat bahwa *total debt to equity ratio* (DER) perusahaan pada tahun 2024 adalah sebesar 0,50x atau mengalami penurunan sebesar 0,04x dibandingkan tahun sebelumnya yang sebesar 0,54x. *interest bearing debt to invested capital ratio* perusahaan mengalami penurunan sebesar 0,04x, dari 0,22x pada 2023 menjadi 0,18x di tahun 2024. Sementara itu, *interest coverage ratio* perusahaan pada tahun 2024 tercatat mencapai 5,75x mengalami kenaikan sebesar 0,83x dibanding tahun 2023 yang sebesar 4,92x.

Based on the aforementioned table, it could be seen that the Company's total debt to equity ratio (DER) in 2024 was 0.50x or decreased by 0.04x compared to the previous year which was 0.54x. The Company's interest bearing debt to invested capital ratio decreased by 0.04x, from 0.22x in 2023 to 0.18x in 2024. Meanwhile, the Company's interest coverage ratio in 2024 was recorded at 5.75x, an increase of 0.83x compared to 2023 which was 4.92x.

Perubahan yang terjadi terhadap rasio solvabilitas perusahaan pada tahun 2024 dibanding tahun 2023 tersebut menunjukkan bahwa perusahaan tetap mampu melunasi seluruh kewajibannya, baik jangka pendek maupun jangka panjang, dengan jaminan aktiva yang dimiliki.

The occurring changes to the Company's solvency ratio in 2024 compared to 2023 indicate that the Company is still capable of paying off all its current and non-current liabilities, with collateral from the assets it owns.

TINGKAT KOLEKTIBILITAS PIUTANG

Tingkat kolektibilitas piutang mengacu pada kemampuan Perusahaan dalam mengumpulkan piutangnya, yang diukur berdasarkan penghitungan periode penagihan (*collection period*) atau jangka waktu rata-rata penagihan. Dalam hal ini, periode penagihan dipengaruhi oleh jumlah piutang usaha dan jumlah pendapatan bersih Perusahaan. Pada prinsipnya, Perusahaan senantiasa berupaya untuk terus menekan jumlah piutang usaha dan menjaga tingkat kolektibilitas piutangnya.

RECEIVABLES COLLECTABILITY RATE

The receivables collectability rate refers to the Company's ability to collect its receivables, 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 collectability.

Tingkat kolektibilitas piutang Perusahaan tahun 2023 – 2024 adalah sebagai berikut:

The Company's receivables collectability rate in 2023 – 2024 is as follows:

Tingkat Kolektibilitas Piutang 2023-2024

Tingkat Kolektibilitas Piutang 2023-2024

Uraian / *Description*	2024	2023	Perubahan / *Changes*
Pendapatan Bersih terhadap Rata-Rata Piutang Usaha (kali) / Net Revenue to Average Trade Receivables (times)	2,92	4,42	(1,49)
Jangka Waktu Rata-Rata Penagihan (hari) / Average Billing Period (days)	125	83	42

Di tahun 2024, Perusahaan mencatatkan pendapatan bersih perusahaan terhadap rata-rata piutang usaha pada tahun 2024 adalah sebesar 2,92x mengalami penurunan sebesar 1,49x dibanding tahun 2023 yang sebesar 4,42x. hal ini berdampak dari peningkatan rata-rata piutang di tahun 2024. Adapun jangka waktu rata-rata penagihan atau tingkat kolektibilitas piutang perusahaan pada tahun 2024 adalah sejumlah 125 hari, lebih tinggi dibandingkan pada tahun sebelumnya yang sejumlah 83 hari.

In 2024, the Company recorded its net income against the average accounts receivable of 2.92x in 2024, which decreased by 1.49x compared to 2023 at 4.42x. This has an impact on the increase in average accounts receivable in 2024. The average collection period or collectibility rate of the Company's accounts receivable in 2024 was 125 days, higher than the previous year which was 83 days.

Tinjauan Keuangan
Financial Overview

Kolektibilitas piutang berdasarkan umur piutang tahun 2023 – 2024 adalah sebagai berikut:

Umur Piutang Usaha 2023-2024

The receivables collectability based on its maturity in 2023 – 2024 is as follows:

Trade Receivables Maturity in 2023-2024

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Belum Jatuh Tempo / Not Yet Due	231.437	156.225	75.212	48,14
Jatuh Tempo / Overdue:				
1 Hari - 45 Hari / 1 Day - 45 Days	331.670	199.437	132.233	66,30
46 Hari - 135 Hari / 46 Days - 135 Days	58.848	71.238	(12.390)	(17,39)
135 Hari - 365 Hari / 135 Days - 365 Days	46.048	7.920	38.128	481,41
> 365 Hari / > 365 Days	350.709	349.301	1.408	0,40
Sub jumlah / Subtotal	**1.018.713**	**784.120**	**234.593**	**29,92**
Cadangan Penurunan Nilai Piutang Usaha / Allowance for Impairment of Trade Receivables	(316.233)	(325.151)	8.918	(2,74)
Total Piutang / Total Trade Receivables	**702.480**	**458.969**	**243.511**	**53,06**

Di tahun 2024, Perusahaan mencatatkan jumlah piutang sebesar Rp702,48 miliar meningkat sebesar Rp243,51 miliar dibanding tahun 2023 yang sebesar Rp458,97 miliar. Dari total piutang tersebut, jumlah piutang usaha yang belum jatuh tempo pada tahun 2024 adalah sejumlah Rp231,44 miliar, mengalami peningkatan sebesar 48,14% atau sejumlah Rp75,21 miliar.

In 2024, the Company recorded a total receivable of Rp702.48 billion, which increased by Rp243.51 billion compared to 2023 at Rp458.97 billion. The amount of trade receivables from the total receivables that have not matured in 2024 was Rp231.44 billion, an increase of 48.14% or Rp75.21 billion.

Piutang usaha dengan jatuh tempo 1-45 hari perusahaan adalah sebesar Rp331,67 miliar atau meningkat Rp132,23 miliar atau sebesar 66,30% dibanding tahun 2023 yang sejumlah Rp199,44 miliar. Piutang usaha dengan jatuh tempo 46-135 hari perusahaan adalah sebesar Rp58,85 miliar atau mengalami penurunan sebesar Rp12,39 miliar atau 17,39% dari tahun sebelumnya yang sejumlah Rp71,24 miliar. Piutang dengan jatuh tempo 136-365 hari perusahaan adalah sebesar Rp46,05 miliar mengalami peningkatan sebesar Rp38,13 miliar atau 481,41% dibanding tahun sebelumnya yang sejumlah Rp7,92 miliar. Piutang dengan jatuh tempo lebih dari 365 hari perusahaan adalah sebesar Rp350,71 miliar mengalami peningkatan sebesar Rp1,41 miliar dibanding tahun sebelumnya yang sejumlah Rp349,30 miliar.

Trade receivables with a maturity of 1-45 days for the Company were Rp331.67 billion or an increase of Rp132.23 billion or 66.30% compared to 2023 at Rp199.44 billion. Trade receivables with a maturity of 46-135 days for the Company were Rp58.85 billion or a decrease of Rp12.39 billion or 17.39% from the previous year at Rp71.24 billion. The Company's receivables with a maturity of 136-365 days were Rp46.05 billion, an increase of Rp38.13 billion or 481.41% compared to the previous year at Rp7.92 billion. The Company's receivables with a maturity of more than 365 days were Rp350.71 billion, an increase of Rp1.41 billion compared to the previous year at Rp349.30 billion.

Tinjauan Keuangan
Financial Overview

Struktur Modal dan Kebijakan Manajemen atas Struktur Modal
Capital Structure and Management Policy on Capital Structure

Perusahaan telah melakukan pengelolaan modal dengan tujuan untuk memastikan terjaganya rasio modal yang sehat dalam rangka mendukung usaha dan memaksimalkan imbalan bagi pemegang saham dan pemangku kepentingan. Perusahaan melalui Direksi menerapkan kebijakan untuk mempertahankan basis modal yang kuat sebagai upaya menjaga kepercayaan para pemangku kepentingan dalam jangka panjang. Kebijakan manajemen atas struktur modal dilakukan dengan mempertimbangkan kondisi bisnis, tingkat pengembalian modal, serta dividen yang dibagikan.

The Company carries out capital management with the aim of ensuring that a sound capital ratio is maintained to support the business and maximize benefits for shareholders and stakeholders. The Company, through the Board of Directors, implements policies to maintain a strong capital base to foster the trust of stakeholders in the long term. Management policy on capital structure is carried out by considering business conditions, rate of return on capital, and dividends paid.

STRUKTUR MODAL
Dalam menjalankan usahanya, Perusahaan menetapkan kebijakan struktur modal yang merupakan perimbangan antara liabilitas dan ekuitas, guna mencapai kombinasi struktur modal yang optimal sehingga dapat memaksimalkan nilai Perusahaan. Informasi struktur modal Perusahaan tahun 2023 – 2024 adalah sebagai berikut:

Struktur Modal Perusahaan 2023-2024
(Dalam jutaan Rupiah)

CAPITAL STRUCTURE
In running its business, the Company has established a capital structure policy that balances liabilities and equity to achieve an optimal capital structure while maximizing the value of the Company. Details of the Company's capital structure in 2023 – 2024 is as follows:

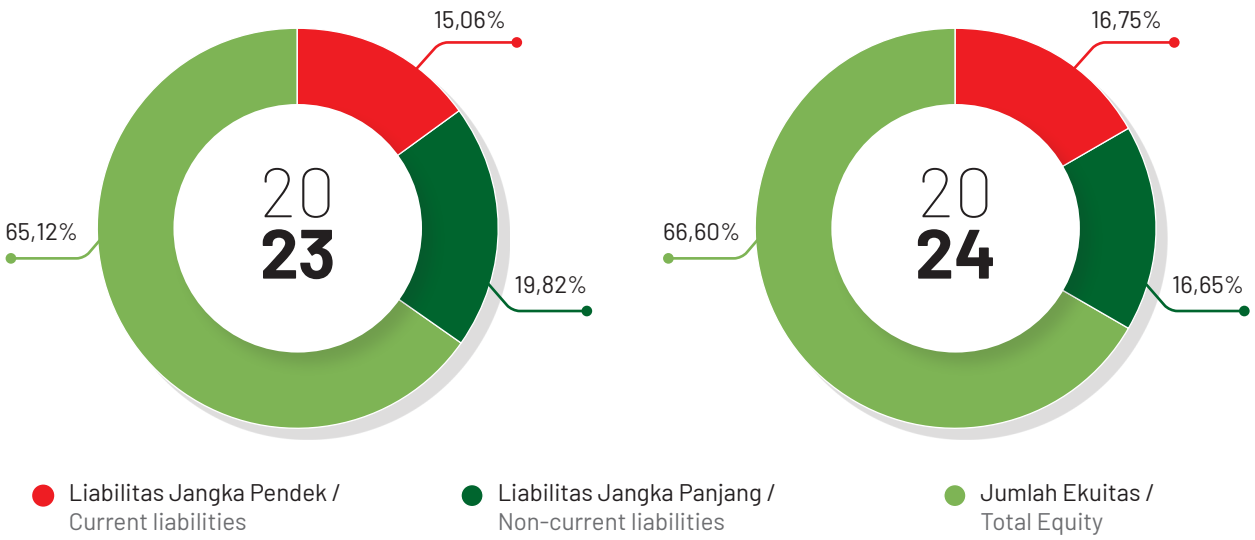
Company Capital Structure in 2023-2024
(In millions of rupiah)

Uraian / *Description*	2024		2023		Perubahan / *Changes*	
	Nominal	Komposisi / *Composition*	Nominal	Komposisi / *Composition*	Nominal	Persentase / *Percentage*
Liabilitas Jangka Pendek / Current Liabilities	822.079	16,75%	731.493	15,06%	90.587	12,38
Liabilitas Jangka Panjang / Non-Current Liabilities	817.363	16,65%	962.825	19,82%	(145.462)	(15,11)
Jumlah Liabilitas / Total Liabilities	1.639.442	33,40%	1.694.318	34,88%	(54.876)	(3,24)
Jumlah Ekuitas / Total Equity	3.268.245	66,60%	3.162.412	65,12%	105.833	3,35
Jumlah Aset / Total Assets	**4.907.687**	**100,00%**	**4.856.731**	**100,00%**	**50.956**	**1,05**

Tinjauan Keuangan
Financial Overview

Komposisi Struktur Modal Perusahaan 2023-2024

The Company's Capital Structure Composition in 2023-2024



Di tahun 2024, sesuai tabel di atas terdapat perubahan pada struktur modal Perusahaan berupa penurunan jumlah liabilitas, dari sebesar 34,89% menjadi 33,41% pada tahun 2024. Sementara itu untuk jumlah ekuitas mengalami peningkatan, dari sebesar 65,11% menjadi 66,59% di tahun 2024.

In 2024, based on the aforementioned table, there was a change in the Company's capital structure, which was in the form of a decreasing amount in liabilities, from 34.89% to 33.41% in 2024. Meanwhile, the amount of equity increased, from 65.11% to 66.59% in 2024.

Berdasarkan hal diatas, terlihat bawah terdapat penurunan jumlah liabilitas terutama disebabkan adanya percepatan pembayaran pokok pinjaman sebesar Rp175 miliar di tahun 2024 dan jumlah ekuitas meningkat terutama disebabkan peningkatan laba tahun berjalan.

According to the data above, it could be seen that liabilities decreased mainly due to the acceleration of principal loan payments of Rp175 billion in 2024, while the amount of equity increased mainly due to an increase in the current year's profit.

DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Perusahaan telah menentukan kebijakan terhadap struktur modal. Manajemen telah menetapkan struktur modal dengan tujuan untuk melindungi kemampuan Perusahaan dalam mempertahankan kelangsungan usaha, sehingga dapat memberikan imbal hasil dan manfaat yang optimal bagi pemegang saham dan pemangku kepentingan. Selain itu, kebijakan atas struktur modal dilakukan sebagai upaya mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

BASIS FOR SELECTION OF MANAGEMENT POLICY ON CAPITAL STRUCTURE

The Company has determined policies on capital structure. Management has established a capital structure to safeguard the Company's ability to preserve its business continuity for optimal returns and benefits for shareholders and stakeholders. Furthermore, policies on capital structure are carried out in an effort to maintain an optimal capital structure to reduce capital costs.

Tinjauan Keuangan
Financial Overview

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Struktur modal merupakan perimbangan antara penggunaan modal sendiri dengan pinjaman/utang, yang terdiri dari utang jangka pendek dan utang jangka panjang. Struktur modal dengan minimum biaya penggunaan dana *Weighted Average Cost of Capital* (WACC) yang mengakibatkan peningkatan nilai saham Perusahaan, tetapi tidak berarti mengakibatkan peningkatan laba bersih per saham (*earning per share*/ EPS). *Leverage* yang besar tidak hanya dapat meningkatkan EPS tetapi juga meningkatkan risiko. Dengan demikian, Perusahaan menetapkan kebijakan struktur permodalan sebagai upaya dalam memaksimalkan nilai bagi pemegang saham dan pemangku kepentingan.

Dalam implementasinya, berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas, Perusahaan 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.

Lebih lanjut, Perusahaan juga senantiasa 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 dilakukan untuk menjaga rasio pengungkit dalam kisaran yang berlaku bagi perusahaan terkemuka di Indonesia untuk mengamankan akses terhadap pendanaan pada biaya yang rasional. Komponen yang termasuk dalam total pinjaman berdampak bunga mencakup pinjaman bank jangka pendek, pinjaman bank jangka panjang, pinjaman kepada Pemerintah Republik Indonesia, dan liabilitas sewa pembiayaan.

MANAGEMENT POLICY ON CAPITAL STRUCTURE

The capital structure represents a balance between the use of equity and loans/debt, which includes short-term and long-term debt. Capital structure with the minimum cost of using Weighted Average Cost of Capital (WACC) which increases the value of the Company's shares, but does not necessarily increase net 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 for stakeholders and shareholders.

In its implementation, based on Law No. 40 of 2007 on Limited Liability Companies, the Company allocates at least 20% of issued and fully paid-up share capital 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).

In addition, the Company manages and adjusts its capital structure in response to changes in economic conditions. The Company can adjust dividend payments to shareholders, issue new shares, or seek funding through loans.

Furthermore, the Company tracks its capital by dividing total interest-bearing loans by total equity attributable to owners of the parent entity through the gearing ratio. 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. Components included in 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.

Tinjauan Keuangan
Financial Overview

Ikatan yang Material untuk Investasi Barang Modal
Material Bonds for Capital Expenditure

Berdasarkan pasal 3 ayat (1) Peraturan Otoritas Jasa Keuangan (POJK) No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, suatu transaksi dikategorikan sebagai transaksi material apabila nilai transaksi sama dengan 20% atau lebih dari ekuitas Perusahaan Terbuka.

Based on Financial Services Authority Regulation (POJK) No. 17/POJK.04/2020 on Material Transactions and Changes in Business Activities, a transaction is classified as material if the value of the transaction is equal to or greater than 20% of the equity of the Public Company.

Hingga 31 Desember 2024, 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 untuk melindungi risiko dari posisi mata uang asing.

As of December 31, 2024, there were no capital expenditures that amounted to 20% or more of the Company's equity value. Therefore, the Company does not provide information about the party involved in the agreement, the purpose of the agreement, the expected source of funds to fulfill the agreement, currency denomination, and the steps planned to protect the risk from foreign currency positions.

REALISASI INVESTASI BARANG MODAL
JENIS DAN NILAI INVESTASI BARANG MODAL

Investasi merupakan hal yang penting untuk dilakukan dalam upaya mengembangkan kegiatan usaha. Perusahaan melakukan investasi barang modal (*Capital Expenditure*) yang merupakan aktivitas pengeluaran dana Perusahaan untuk membeli sejumlah aset tetap, atau menambah nilai aset tetap, yang diharapkan dapat memberikan nilai manfaat bagi Perusahaan di masa depan.

Di tahun 2024, Perusahaan telah merealisasikan investasi barang modal sejumlah Rp39,77 miliar. Nilai investasi barang modal mengalami kenaikan sebesar 3.57% jika dibandingkan nilai investasi barang modal di tahun 2023 sejumlah Rp38,40 miliar.

REALIZATION OF CAPITAL EXPENDITURE
TYPES AND VALUE OF CAPITAL EXPENDITURE

Investment is an essential 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 2024, the Company realized a capital expenditure of Rp39.77 billion. The value of capital expenditure increased by 3.57% compared to the value of capital expenditure in 2023 at Rp38.40 billion.

Tinjauan Keuangan
Financial Overview

Informasi realisasi barang modal yang dilakukan Perusahaan pada tahun 2023 – 2024 adalah sebagai berikut:

Realisasi Investasi Barang Modal 2023-2024

(Dalam jutaan Rupiah)

Information on the realization of capital expenditure carried out by the Company in 2023 – 2024 is as follows:

Realization of Capital Expenditure in 2023-2024

(In millions of rupiah)

Uraian / *Description*	2024	2023	Perubahan / *Changes*	
			Nominal	Persentase / *Percentage*
Tanah / Land	0	209	(209)	(100,00)
Tanah Tambang / Mining Properties	0	92	(92)	(100,00)
Bangunan dan Infrastruktur / Buildings and Infrastructures	114	6.950	(6.836)	(98,36)
Mesin / Machinery	34.607	28.782	5.825	20,24
Peralatan Berat dan Kendaraan / Heavy Equipment and Vehicles	4.311	452	3.859	853,76
Peralatan Kantor / Office Equipment	740	1.920	(1.180)	(61,46)
Total Investasi / Total Investment	**39.772**	**38.405**	**1.367**	**3,56**

TUJUAN INVESTASI BARANG MODAL

Perusahaan melakukan investasi barang modal dengan tujuan untuk meningkatkan kapasitas produksi dan kualitas pelayanan jasa, sehingga dapat meningkatkan produktivitas Perusahaan. Investasi rutin dilakukan dengan tujuan untuk memenuhi *requirement*, meningkatkan keamanan dan keselamatan kerja, serta mendukung tujuan administratif.

CAPITAL EXPENDITURE OBJECTIVES

The Company invests in capital goods to increase 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
Material Information and Facts Subsequent to the Accountant's Report Date

Tidak terdapat informasi dan fakta material yang terjadi di antara akhir periode pelaporan 31 Desember 2024 sampai dengan tanggal laporan akuntan pada 14 Maret 2025.

There was no material information and facts that occurred between the end of the reporting period of December 31, 2024, and the date of the accountant's report on March 14, 2025.

Informasi Peningkatan atau Penurunan Yang Material dari Penjualan atau Pendapatan Bersih
Information on Material Increase or Decrease In Sales or Net Revenue

Pada laporan keuangan konsolidasian perusahaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, tidak terdapat informasi perihal peningkatan atau penurunan material dari penjualan atau pendapatan bersih perusahaan. Dengan demikian, tidak terdapat informasi

The Company's consolidated financial statements for the years ended December 31, 2024 and 2023, do not show any information on material increase or decrease in the Company's net sales or revenue. Therefore, no information on the material increase or decrease in the Company's net

Tinjauan Keuangan
Financial Overview

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, untuk diungkapkan pada laporan ini.

sales or revenue as well as their attribution to factors such as the volume of goods or services sold, or the introduction of new products or services, is disclosed in this report.

Dampak Perubahan Harga terhadap Penjualan atau Pendapatan Bersih Serta Laba Operasi Perusahaan
Impact of Price Changes on the Company's Sales or Net Revenue and Operating Profit

Hingga 31 Desember 2024, harga rata-rata penjualan semen mengalami penurunan sebesar 2% dari tahun lalu, dari Rp913,23 ribu di tahun 2023 menjadi Rp899,51 ribu pada tahun 2024. Dengan perubahan harga jual ini, volume penjualan tumbuh sebesar 2% dari periode sebelumnya menjadi 2,23 juta ton. Peningkatan volume penjualan pada tahun 2024 berdampak pada pertumbuhan pendapatan atas penjualan semen sebesar 2% menjadi Rp2,09 triliun.

As of December 31, 2024, the average selling price of cement decreased by 2% from last year, from Rp913.23 thousand in 2023 to Rp899.51 thousand in 2024. Sales volume grew by 2% due to the selling price change, from the previous period to 2.23 million tons. The increasing sales volume in 2024 impacted the growth of revenue growth from cement sales by 2% to Rp2.09 trillion.

Perbandingan antara Target dan Realisasi Serta Proyeksi untuk 1 (Satu) Tahun ke Depan
Comparison Between Targets and Realizations and Projections for the Next Year

Berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024, Perusahaan telah menetapkan sejumlah target yang akan di capai di tahun buku. Penentuan target telah mempertimbangkan perkembangan kondisi industri dan ekonomi serta kepentingan para pemangku kepentingan Perusahaan.

According to the 2024 Company Work Plan and Budget (RKAP), the Company has set a number of targets to be achieved in the fiscal year. The target determination has taken into account developments in industrial and economic conditions as well as the interests of the Company's stakeholders.

Informasi target dan realisasi tahun 2024 serta proyeksi tahun 2025 adalah sebagai berikut:

Information on targets and realizations for 2024 and projections for 2025 are as follows:

Uraian / *Description*	Satuan / *Unit*	Realisasi 2024 / *2024 Realization*	Target 2024 / *2024 Target*	Pencapaian Realisasi Terhadap Target 2025 / *Achievement to the 2025 Target*
Aspek Produksi dan Pemasaran / Production and Marketing Aspect				
Produksi Semen / Cement Production	Ton	2.235.191	2.970.000	2.582.000
Volume Penjualan Semen / Cement Sales Volume	Ton	2.234.756	2.996.775	2.554.558
Aspek Keuangan dan Struktur Modal / Financial and Capital Structure Aspect				
Pendapatan / Revenue	Rp-juta / Rp-million	2.091.352	2.829.518	2.470.176

Tinjauan Keuangan
Financial Overview

Uraian / *Description*	Satuan / *Unit*	Realisasi 2024 / *2024 Realization*	Target 2024 / *2024 Target*	Pencapaian Realisasi Terhadap Target 2025 / *Achievement to the 2025 Target*
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year	Rp-juta / Rp-million	129.253	263.113	184.182
Struktur Modal / Capital Structure				
Jumlah Aset / Total Assets	Rp-juta / Rp-million	4.907.687	5.180.880	4.865.671
Jumlah Liabilitas / Total Liabilities	Rp-juta / Rp-million	1.639.442	1.779.168	1.448.796
Jumlah Ekuitas / Total Equity	Rp-juta / Rp-million	3.268.245	3.401.712	3.416.876
Kebijakan Dividen / Dividend Policy				
Nilai Dividen yang Dibagikan / Value of Dividend Paid	Rp-juta / Rp-million	24.314	23.814	22.830
Pengembangan Kompetensi Karyawan / Employee Competency Development				
Biaya Peningkatan Kompetensi Karyawan / Employee Competency Development Costs	Rp-juta / Rp-million	1.581	1.855	2.850

ASPEK PRODUKSI DAN PEMASARAN

Berdasarkan kinerja produksi dan pemasaran, kontribusi terbesar dihasilkan dari penjualan semen di tahun 2024 adalah sebesar 2.234.756 ton dengan pendapatan mencapai Rp2,07 triliun.

PRODUCTION AND MARKETING ASPECT

Based on production and marketing performance, the largest contribution came from cement sales in 2024 of 2,234,756 tons, with revenue reaching Rp2.07 trillion.

ASPEK KEUANGAN DAN STRUKTUR MODAL

Secara umum, kinerja keuangan perusahaan tahun 2024 cukup positif walaupun belum mencapai target namun terdapat tren kenaikan dari tahun sebelumnya, terlihat dari total pendapatan yang terealisasi sebesar Rp2.091 miliar atau mencapai 73,91% terhadap target yang sebesar Rp2.830 miliar. Realisasi pendapatan yang tercatat lebih rendah terhadap target tersebut. Sementara itu, perusahaan membukukan laba bersih tahun berjalan sebesar Rp129,25 miliar atau mencapai 49,12% terhadap target yang sebesar Rp263,11 miliar. Hal tersebut terutama disebabkan oleh tidak tercapainya volume penjualan semen dan harga rata-rata penjualan semen.

Dari sisi struktur modal, jumlah aset perusahaan pada 2024 adalah sebesar Rp4.907,69 miliar atau mencapai 94,73% terhadap target yang sebesar Rp5.180,88 Hal ini disebabkan perusahaan melakukan percepatan pembayaran pokok

FINANCIAL AND CAPITAL STRUCTURE ASPECT

The Company's financial performance in 2024 was generally quite positive and there was still an upward trend from the previous year despite it not reaching the target, which could be seen from the total realized revenue of Rp2,091 billion or 73.91% of the target of Rp2,830 billion. The recorded revenue realization was lower than the target. Meanwhile, the Company posted a net profit for the year of Rp129.25 billion or 49.12% of the target of Rp263.11 billion. This was mainly due to the failure to achieve cement sales volume and average cement sales price.

In terms of capital structure, the Company's total assets in 2024 were Rp4,907.69 billion or 94.73% of the target of Rp5,180.88. This was due to the Company conducting the acceleration of principal loan payments of Rp175 billion in

Tinjauan Keuangan
Financial Overview

pinjaman sebesar Rp175 miliar di tahun 2024. Jumlah liabilitas perusahaan adalah sebesar Rp1.639,44 miliar pada tahun 2024 atau mencapai 92,15% terhadap target yang sebesar Rp1.779,17 miliar.

2024. The Company's total liabilities were Rp1,639.44 billion in 2024 or 92.15% of the target of Rp1,779.17 billion.

PENGEMBANGAN KOMPETENSI SDM

Di tahun 2024, Perusahaan telah merealisasikan biaya pengembangan kompetensi Sumber Daya Manusia (SDM) sejumlah Rp1,58 miliar atau mencapai 85,22% terhadap target yang sebesar Rp1,86 miliar.

HC COMPETENCY DEVELOPMENT

In 2024, the Company has realized the total cost of developing Human Resources (HR) competencies of Rp1.58 billion or reaching 85.22% of the target of Rp1.86 billion.

Kebijakan dan Pembagian Dividen
Dividend Policy and Payment

KEBIJAKAN DAN RIWAYAT PEMBAGIAN DIVIDEN DALAM 5 (LIMA) TAHUN TERAKHIR

Pembagian dividen Perusahaan dilakukan berdasarkan Keputusan RUPS dan hanya dapat dibayarkan sesuai dengan kondisi keuangan Perusahaan. Kebijakan pembagian dividen oleh Perusahaan, telah sesuai dengan Anggaran Dasar Perusahaan yaitu dengan memperhatikan Prospektus Penawaran Umum Perdana (*Initial Public Offering*/IPO) yang telah dilakukan oleh Perusahaan pada 2013.

DIVIDEND PAYMENT POLICY AND HISTORY IN THE LAST 5 (FIVE) YEARS

The Company's dividend payment is carried out based on the GMS Decision and can only be paid following the Company's financial condition. The Company's dividend payment policy is in accordance with the Company's Articles of Association, taking into account the Initial Public Offering (IPO) Prospectus carried out by the Company in 2013.

Berdasarkan ketentuan tersebut, kebijakan dividen Perusahaan adalah sebagai 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 UUPT.
4. Pembagian dividen interim tersebut ditentukan oleh Direksi setelah disetujui oleh Dewan Komisaris.

Under the provisions in this document, the Company's dividend policy is as follows:

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.

Tinjauan Keuangan
Financial Overview

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.
    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 yang berlaku di Indonesia.

Sementara dividen yang diterima oleh pemegang saham asing akan dikenakan pajak penghasilan 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.

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. 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.

Tinjauan Keuangan
Financial Overview

2. Pasal 21 ayat 2 huruf b Anggaran Dasar Perusahaan, Direksi menyampaikan usulan penggunaan laba bersih Perusahaan, jika Perusahaan mempunyai laba positif.

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.

Berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2023, yang diselenggarakan pada tanggal 29 Mei 2024, Pemegang Saham menyetujui dan menetapkan penggunaan laba bersih atribusi pemilik entitas induk Perusahaan Tahun Buku 2023, sebesar Rp24,31 miliar ditetapkan sebagai dividen tunai dan sebesar Rp97,26 miliar ditetapkan sebagai cadangan lainnya.

Based on the Annual General Meeting of Shareholders (GMS) for the 2023 Fiscal Year, held on May 29, 2024, the Shareholders approved and determined the use of the net profit attributable to the owners of the parent entity of the Company for the 2023 Fiscal Year, amounting to Rp24.31 billion to be designated as cash dividends and amounting to Rp97.26 billion is designated as other reserves.

Informasi pembagian dividen Perusahaan dalam 5 (lima) tahun terakhir adalah sebagai berikut:

The following is the history of dividend distribution in the last 5 (five) years, as attached in the table below.

Pembagian Dividen untuk Kinerja Tahun Buku 2019-2023

Pembagian Dividen untuk Kinerja Tahun Buku 2019-2023

Uraian / *Description*	Tahun Buku 2023 / *2023 Fiscal Year*	Tahun Buku 2022 / *2022 Fiscal Year*	Tahun Buku 2021 / *2021 Fiscal Year*	Tahun Buku 2020 / *2020 Fiscal Year*	Tahun Buku 2019 / *2019 Fiscal Year*
Laba Bersih (Rp-juta) / Net Profit (Rp-million)	121.573	94.827	51.816	10.985	30.072
Jumlah Dividen (Rp-juta) / Total Dividend (Rp-million)	24.314	18.965	-	-	6.158
Rasio Dividen / Payout Ratio	20%	20%	-	-	20,48%
Tahun Pembayaran / Payment Year	**2024**	**2023**	**2022**	**2021**	**2020**
Jumlah Saham / Number of Shares	9.932.534.336	9.932.534.336	9.932.534.336	9.932.534.336 9	9.932.534.336
Dividen per Saham (Rupiah penuh) / Dividend per Share (Full Rupiah)	2,447934	1,9094	-	-	0,62
Tanggal Pengumuman Dividen / Dividend Announcement Date	31 Mei 2024 / May 31, 2024	10 Mei 2023/ May 10, 2023	25 Maret 2022/ March 25, 2022	18 Agustus 2020/ August 18, 2020	28 Mei 2019/ May 28, 2019
Tanggal Pembayaran Dividen / Dividend Payment Date	28 Juni 2024/ June 28, 2024	09 Juni 2023/ June 09, 2023	-	-	04 September 2020/ September 04, 2020

Kontribusi Perusahaan Kepada Negara Berupa Pajak
Company Contributions to the State in the Form of Taxes

Di tahun 2024, Perusahaan telah memberikan kontribusi kepada negara berupa pembayaran pajak sejumlah Rp293 miliar, mengalami peningkatan sebesar 3,53% dari periode tahun sebelumnya sejumlah Rp283 miliar. Hal ini dilakukan sebagai bentuk kontribusi kepada negara, sekaligus sebagai wujud kepatuhan terhadap peraturan yang berlaku, Perusahaan secara periodik melakukan pemenuhan kewajiban melalui pembayaran pajak.

In 2024, the Company has contributed to the state in the form of tax payments of Rp293 billion, an increase of 3.53% from the previous year's period of Rp238 billion. This was done as a form of contribution to the state, as well as a form of compliance with applicable regulations, the Company periodically fulfills its obligations through tax payments.

Tinjauan Keuangan
Financial Overview

Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of Use of Public Offering Proceeds

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.

Pada 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.

INFORMATION ON INITIAL PUBLIC OFFERING

In 2013, the Company conducted an initial public offering to support funding for the Baturaja II project, with the total funds raised from the initial public offering reaching Rp1.27 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 a 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.

INFORMASI PENAWARAN UMUM EFEK LAINNYA

Di tahun 2024, Perusahaan tidak melakukan penawaran umum efek lainnya, baik untuk efek yang bersifat ekuitas ataupun efek yang bersifat utang dan/atau sukuk. Dengan demikian, tidak terdapat informasi terkait penggunaan dana hasil penawaran umum efek lainnya untuk dilaporkan pada bagian ini.

INFORMATION ON OTHER SECURITIES PUBLIC OFFERING

In 2024, the Company did not conduct any other public offerings of securities, either for equity securities or debt securities and/or sukuk. Therefore, there is no information presented in this Annual Report regarding the use of proceeds from the public offering of other securities.

INFORMASI PEMBELIAN KEMBALI SAHAM PERUSAHAAN

Di tahun 2024, tidak terdapat aksi korporasi berupa pembelian kembali saham Perusahaan. Dengan demikian, tidak terdapat informasi perihal pembelian kembali saham Perusahaan untuk disampaikan pada bagian ini.

INFORMATION ON COMPANY SHARE BUYBACK

In 2024, there was no corporate action share buyback of the Company. Therefore, there is no information presented in this section regarding the Company's share buybacks.

Tinjauan Keuangan
Financial Overview

Program Kepemilikan Saham oleh Karyawan dan/ atau Manajemen (ESOP/MSOP)
Employees and/or Management Stock Ownership Program (ESOP/MSOP)

Hingga 31 Desember 2024, Perusahaan tidak memiliki program Kepemilikan Saham oleh Karyawan atau *Employee Stock Ownership Program* (ESOP) dan/atau Kepemilikan Saham oleh Manajemen atau *Management Stock Ownership Program* (MSOP) yang dilaksanakan Perusahaan. Perusahaan telah menyelesaikan program ESOP berupa program *Employee Stock Allocation* (ESA) pada tahun 2014, sementara program MSOP telah selesai pada tahun 2019.

As of December 31, 2024, the Company did not implement an Employee Stock Ownership Program (ESOP) and/or Management Stock Ownership Program (MSOP). The Company completed the ESOP program in the form of the 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 on Investment, Expansion, Divestment, Merger/ Consolidation, Acquisition, and Debt/Capital Restructuring

Di tahun 2024, Perusahaan tidak melakukan transaksi material mengenai investasi, serta aktivitas terkait ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal. Dengan demikian, tidak terdapat informasi material mengenai investasi, mencakup tujuan dan nilai transaksi, serta informasi material mengenai ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal untuk dilaporkan pada bagian ini.

In 2024, 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. Therefore, no material information on investment transactions, including their purpose and value, or material information related to expansion, divestment, business merger/consolidation, acquisition, and debt/capital restructuring is disclosed in this section.

Tinjauan Keuangan
Financial Overview

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/ Berelasi
Information on Material Transactions Containing Conflicts 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*) serta sesuai dengan persyaratan komersial normal. Perusahaan menerapkan kebijakan terhadap 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 Perusahaan senantiasa dilakukan dengan memperhatikan prinsip kehati-hatian sesuai dengan praktik bisnis yang berlaku umum, serta dilakukan dengan memenuhi Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi.

REVIEW MECHANISM POLICY FOR TRANSACTIONS AND COMPLIANCE WITH RELATED REGULATIONS 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 following the precautionary principle and generally accepted business practices and comply with OJK Regulation No. 42/POJK.04/2020 on Affiliated Transactions and Transactions with Conflicts of Interest, as well as PSAK No. 7 on Disclosure of Related Parties.

PERAN DEWAN KOMISARIS DAN/ATAU KOMITE AUDIT DALAM MEMASTIKAN KEWAJARAN TRANSAKSI

Dalam implementasinya, 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.

THE ROLE OF THE BOARD OF COMMISSIONERS AND/OR AUDIT COMMITTEE IN ENSURING FAIR TRANSACTIONS

In its implementation, the review mechanism for material transactions containing conflicts of interest and/or transactions with affiliated/related parties is carried out through an audit process by the Audit Committee, the results of which are then reported to the Board of Commissioners.

KOMITMEN PERUSAHAAN ATAU MANAJEMEN ATAS TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/ PIHAK BERELASI

Dalam pelaksanaan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi, Direksi memastikan bahwa seluruh

COMPANY OR MANAGEMENT COMMITMENT FOR MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES/ RELATED PARTIES

In conducting material transactions involving conflicts of interest and/or transactions with affiliated/related parties, the Board of Directors ensures that all activities have

Tinjauan Keuangan
Financial Overview

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 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 (*arm's length principle*), serta dilaksanakan dengan memenuhi ketentuan yang berlaku.

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 generally accepted business practices, meet the principles of fair transactions (arm's length principle), and comply with applicable regulations.

Transaksi material antara Perusahaan dengan pihak afiliasi/pihak berelasi merupakan transaksi terkait kegiatan usaha yang dijalankan Perusahaan, dilakukan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan.

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.

Di tahun 2024, tidak terdapat pelanggaran atas peraturan perundang-undangan terkait transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi yang dilakukan oleh Perusahaan.

In 2024, the Company did not violate any laws or regulations regarding material transactions that involve conflicts of interest and/or transactions with affiliated/related parties done by the Company.

INFORMASI MENGENAI TRANSAKSI DENGAN PIHAK AFILIASI

Di tahun 2024, Perusahaan melakukan transaksi material dengan pihak afiliasi. Informasi transaksi dengan pihak afiliasi adalah sebagai berikut:

Perjanjian Royalty

Pada tanggal 28 Juni 2024, Perusahaan menandatangani Perjanjian Lisensi Merek dengan PT Semen Indonesia (Persero) Tbk, PT Semen Padang, PT Semen Tonasa, PT Solusi Bangun Indonesia Tbk, PT Solusi Bangun Andalas, dan PT Semen Gresik. Perjanjian tersebut mengatur mengenai pemberian lisensi dari pemberi lisensi kepada penerima lisensi untuk mempergunakan merek dengan besaran 2,5% dikali harga jual. Perjanjian ini berlaku dari tanggal 28 Juni 2024 sampai 27 Juni 2029.

INFORMATION ON TRANSACTIONS WITH AFFILIATED PARTIES

In 2024, the Company conducted material transactions with affiliated parties. Information on transactions with affiliated parties is as follows:

Royalty Agreement

On June 28, 2024, the Company signed a Trademark License Agreement with PT Semen Indonesia (Persero), PT Semen Padang, PT Semen Tonasa, PT Solusi Bangun Indonesia Tbk, PT Solusi Bangun Andalas, and PT Semen Gresik. The agreement regulates the granting of a license from the licensor to the licensee to use the trademark at a rate of 2.5% multiplied by the selling price. This agreement is valid from June 28, 2024 to June 27, 2029.

Tinjauan Keuangan
Financial Overview

Tabel Transaksi Pihak Afiliasi tahun 2024 / **Table of Affiliate Transactions in 2024**

Tanggal / *Date*	Pihak Afiliasi / *Affiliation*	Transaksi Afiliasi / *Affiliated Transaction*	Tujuan / *Objective*	Waktu Kesepatakan / *Agreement Period*	Nilai / *Value*
28 Juni 2024 / June 28, 2024	PT Semen Indonesia (Persero) Tbk, PT Semen Padang, PT Semen Tonasa, PT Solusi Bangun Indonesia Tbk, PT Solusi Bangun Andalas, dan PT Semen Gresik / PT Semen Indonesia (Persero) Tbk, PT Semen Padang, PT Semen Tonasa, PT Solusi Bangun Indonesia Tbk, PT Solusi Bangun Andalas, and PT Semen Gresik	Perjanjian lisensi merek / Trademark license agreement	Pemberian lisensi dari pemberi lisensi kepada penerima lisensi untuk mempergunakan merek dengan besaran 2,5% dikali harga jual / The granting of a license from the licensor to the licensee to use the trademark at a rate of 2.5% multiplied by the selling price	28 Juni 2024 - 27 Juni 2029. / June 28, 2024 – June 27, 2029	Beban royalty Rp. 3.290.941.324 (tiga miliar dua ratus Sembilan puluh juta sembilan ratus empat puluh satu ribu tiga ratus dua puluh empat rupiah) dan pendapatan royalty Rp. 29.763.505 (dua puluh Sembilan juta tujuh ratus enam puluh tiga ribu lima ratus lima rupiah) / Royalty expense of Rp3,290,941,324 (three billion two hundred ninety million nine hundred forty-one thousand three hundred twenty-four rupiah) and royalty income of Rp29,763,505 (twenty-nine million seven hundred sixty-three thousand five hundred and five rupiah)

KEWAJARAN TRANSAKSI AFILIASI

Dewan Komisaris dan Direksi menjamin bahwa transaksi dilakukan secara wajar dan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Perusahaan berpedoman pada POJK No. 42/POJK.04/2020 dalam pelaksanaan transaksi dengan pihak afiliasi.

KETERANGAN MANAJEMEN TERKAIT TRANSAKSI AFILIASI

Dewan Komisaris dan Direksi menyatakan bahwa transaksi afiliasi dilakukan dengan tata kelola dan prosedur yang memadai. Transaksi afiliasi telah memenuhi prinsip kewajaran dan mematuhi ketentuan peraturan perundang-undangan yang berlaku.

INFORMASI MENGENAI TRANSAKSI DENGAN PIHAK BERELASI

Di tahun 2024, transaksi afiliasi Perusahaan hingga saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan 35 di dalam Laporan Keuangan Perusahaan tahun 2024 yang telah diaudit.

Lebih lanjut, definisi pihak-pihak berelasi yang dipakai adalah definisi sesuai PSAK No. 7 (revisi 2010) "Pengungkapan Pihak-Pihak Berelasi" dan PSAK No.67 (revisi 2013) "Pengungkapan Kepentingan dalam Entitas Lain".

NAMA PIHAK DAN SIFAT HUBUNGAN BERELASI

Informasi nama pihak berelasi serta sifat hubungan dan transaksi di tahun 2024 adalah sebagai berikut:

FAIRNESS OF AFFILIATE TRANSACTIONS

The Board of Commissioners and Board of Directors guarantee that the transactions are carried out fairly and in accordance with the provisions of applicable laws and regulations. The Company refers to POJK No. 42/POJK.04/2020 in carrying out transactions with affiliated parties.

MANAGEMENT STATEMENT REGARDING AFFILIATE TRANSACTIONS

The Board of Commissioners and Board of Directors testify that the affiliated transactions are carried out with adequate governance and procedures. The affiliated transactions have met the principle of fairness and comply with the provisions of applicable laws and regulations.

INFORMATION ON TRANSACTIONS WITH RELATED PARTIES

In 2024, the Company's affiliated transactions up to material balances with related parties are disclosed in the notes 35 in the Company's audited 2024 Financial Statements.

Furthermore, the definition of related parties used is the definition in accordance with PSAK No. 7 (revised 2010) "Related Party Disclosures" and PSAK No. 67 (revised 2013) "Disclosure of Interests in Other Entities".

NAME OF PARTY AND NATURE OF RELATIONSHIP

Information on the names of related parties and the nature of the relationships and transactions in 2024 is as follows:

Tinjauan Keuangan
Financial Overview

Nama Pihak Berelasi serta Sifat Hubungan dan Transaksi 2024

Name of Related Party and Nature of Relationship and Transaction in 2024

Pihak yang berelasi/*Related parties*	Sifat berelasi/*Nature of relation*	Transaksi berelasi/*Transaction of relation*
PT Asuransi Jasa Indonesia (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa asuransi / Purchase of Insurance
PT Asuransi Jiwa IFG	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa asuransi / Purchase of Insurance
PT Bank Mandiri (Persero) Tbk	Perusahaan di bawah entitas pengendali / Entities under common control	Penerimaan pinjaman/Loan facility Penempatan dana/Placement of fund
PT Bank Negara Indonesia (Persero) Tbk	Perusahaan di bawah entitas pengendali / Entities under common control	Penempatan dana/Placement of fund Penerimaan pinjaman/Loan facility
PT Bank Rakyat Indonesia (Persero) Tbk	Perusahaan di bawah entitas pengendali / Entities under common control	Penempatan dana/ Placement of fund
PT Bank Syariah Indonesia Tbk	Perusahaan di bawah entitas pengendali / Entities under common control	Penempatan dana/ Placement of fund
PT Bukit Asam Tbk	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian bahan bakar/ Purchase of fuel
PT Dahana (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian bahan baku/ Purchase of raw material
PT Kereta Api Indonesia (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa angkutan/Railway service Sewa Tanah/Land Rent
PT Kereta Api Logistik	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa angkutan/ Purchase of freight
PT Pasoka Sumber Karya	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa angkutan/ Purchase of freight
PT Pelabuhan Tanjung Priok	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa angkutan/ Purchase of freight
PT Pertamina Bina Medika	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian bahan bakar/ Purchase of coal
PT Perusahaan Listrik Negara (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian energi listrik/ Purchase of electricity
PT Petrokimia Gresik	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian bahan baku/ Purchase of raw material
PT Pos Logistik	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa angkutan/ Purchase of freight
PT Semen Indonesia Distributor	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian bahan baku/ Purchase of clinker
PT Sucofindo (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa surveyor/ Purchase of surveyor
PT Surveyor Indonesia (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa surveyor / Purchase of surveyor
PT Telkom Indonesia (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa komunikasi/ Purchase of communication services
PT Varia Usaha Beton	Perusahaan di bawah entitas pengendali / Entities under common control	Penjualan semen/ Sales of cement
PT Wijaya Karya Beton Tbk	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa / Purchase of service
DPLK BNI	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa asuransi / Purchase of Insurance
PT Indonesia Comnets Plus	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa IT/ Purchase of IT service
PT Sigma Cipta Caraka	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa IT/ Purchase of IT service

Tinjauan Keuangan
Financial Overview

Pihak yang berelasi/*Related parties*	Sifat berelasi/*Nature of relation*	Transaksi berelasi/*Transaction of relation*
PT Telemedia Dinamika Sarana	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa IT/ Purchase of IT service
PT Pupuk Sriwidjaja Palembang	Perusahaan di bawah entitas pengendali / Entities under common control	Pengelolaan limbah/ Waste managemen
Badan Penyelenggara Jaminan Sosial (BPJS)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa asuransi/ Purchase of insurance
Baturaja Daya Insani	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa tenaga kerja/ Purchase of labor services
PT Industri Kemasan Semen Gresik	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian bahan baku dan penunjang/ Purchase of raw material and supplies
Koperasi Karyawan Semen Baturaja	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa/ Purchase of services
PT Bio Farma (Persero)	Perusahaan di bawah entitas pengendali / Entities under common control	Pembalian jasa kesehatan/ Purchase of health services
Asuransi Kredit Indonesia	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa asuransi/ Purchase of insurance
PT Sucofindo Cabang Palembang	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa surveyor/ Purchase of surveyor
PT Varia Usaha Lintas Segara	Perusahaan di bawah entitas pengendali / Entities under common control	Pembelian jasa angkutan/ Purchase of freight

ALASAN TRANSAKSI DENGAN PIHAK BERELASI

Di tahun 2024, transaksi pihak berelasi yang dilakukan Perusahaan atas dasar kebutuhan usaha, dan transaksi tersebut bebas dari adanya konflik kepentingan. Perusahaan tidak melakukan transaksi material yang mengandung benturan kepentingan.

REASONS FOR TRANSACTIONS WITH RELATED PARTIES

In 2024, transactions with the Company's related parties were carried out based on the Company's business needs, free from conflicts of interest. The Company did not engage in material transactions that contained a conflict of interest.

REALISASI TRANSAKSI DENGAN PIHAK BERELASI

Transaksi dengan pihak-pihak berelasi telah dilakukan dengan syarat-syarat dan kondisi normal, sesuai praktik usaha yang wajar dan berlaku umum. Transaksi yang dimaksud mencakup pembayaran oleh Perusahaan atas beban-beban pihak-pihak berelasi atau sebaliknya.

REALIZATION OF TRANSACTIONS WITH RELATED PARTIES

The Company 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.

Informasi transaksi dan saldo dengan pihak berelasi tahun 2023 – 2024 adalah sebagai berikut:

Transaksi dan Saldo Pihak Berelasi 2023 - 2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)

Information on transactions and balances with related parties for 2023 – 2024 is as follows:

Related Party Transactions and Balances 2023 – 2024

(In millions of Rupiah, unless otherwise stated)

Uraian / *Description*	2024	2023
Persentase atas Aset / Percentage of Assets		
Kas dan Setara Kas / Cash and Cash Equivalents	9.459	8.087
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,19%	0,17%
Deposito Berjangka / Time Deposit	20.000	70.000
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0.41%	1,43%

Tinjauan Keuangan
Financial Overview

Uraian / *Description*	2024	2023
Piutang Usaha / Trade Receivables	591.115	336.458
Persentase terhadap Jumlah Aset / Percentage of Total Assets	12,04%	6,93%
Piutang Lain-lain / Other Receivables	11.572	3.133
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,24%	0,06%
Aset Keuangan Lancar Lainnya / Other Current Financial Assets	972	978
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,02%	0,02%
Aset Tidak Lancar Lainnya / Other Non-Current Assets	150	150
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,00%	0,00%
Beban Dibayar Dimuka / Prepaid Expenses	-	-
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,00%	0,00%
Uang Jaminan / Cash deposits	17.869	17.862
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,36	0,37%
Persentase atas Liabilitas / Percentage of Liabilities		
Utang Usaha / Trade Payables	167.342	122.085
Persentase terhadap Jumlah Aset / Percentage of Total Assets	10,21%	7.20%
Utang Lain-Lain / Other Payables	-	2.885
Persentase terhadap Jumlah Aset / Percentage of Total Assets	0,00%	0,17%
Beban Aktual / Actual Expenses	19.789	27.027
Persentase terhadap Jumlah Aset / Percentage of Total Assets	1,21%	1.59%
Persentase atas Penjualan / Percentage of Sales		
Penjualan / Sales	2.028.783	1.585.470
Persentase terhadap Jumlah Aset / Percentage of Total Assets	97,01%	77,69%
Pembelian Produk dan Jasa / Purchase of Products & Services	486.057	468.389
Persentase terhadap Jumlah Aset / Percentage of Total Assets	32.55%	25,64%

Prospek Usaha
Business Outlook

Kondisi perekonomian dan keuangan Indonesia pada tahun 2025 diperkirakan tetap menjanjikan. Bank Dunia memproyeksikan pertumbuhan ekonomi Indonesia mencapai 5,1%. Hal ini didorong oleh reformasi kebijakan, adopsi digitalisasi, serta investasi pada sektor-sektor strategis.

Indonesia's economic and financial conditions in 2025 are expected to remain promising, with growth reaching 5.1% as projected by the World Bank. This is encouraged by policy reforms, the adoption of digitalization, as well as investment in strategic sectors.

Tinjauan Keuangan
Financial Overview

Dari sektor industri semen, menurut Asosiasi Semen Indonesia tingkat penjualan semen dalam negeri pada tahun 2025 diproyeksikan akan tumbuh sekitar 1%-2%, dengan penjualan ekspor yang diperkirakan masih sama seperti capaian tahun-tahun sebelumnya. Secara keseluruhan, total penjualan semen Indonesia pada tahun mendatang mencapai sekitar 77 juta ton, dengan tingkat utilisasi mencapai 65%. Dari total tersebut, sekitar 70% adalah penjualan semen kantong, sementara 30% sisanya semen curah.

In terms of the cement industry sector, domestic cement sales in 2025 are projected to grow by around 1%-2% according to the Indonesian Cement Association, with export sales expected to remain the same as in previous years. Overall, Indonesia's total cement sales in the coming year will reach around 77 million tons, with a utilization rate of 65%. Around 70% of this total are bagged cement sales, while the remaining 30% are bulk cement.

Proyek infrastruktur yang dilaksanakan oleh pemerintah telah berhasil mendorong peningkatan permintaan terhadap semen curah. Kondisi ini disebabkan dari program pembangunan tiga juta rumah yang dicanangkan pemerintah baru, yang mana diperkirakan konsumsi semen akan mengalami peningkatan sebesar 15 juta ton setiap tahunnya.

Infrastructure projects implemented by the government have succeeded in promoting increased demand for bulk cement. This condition is due to the three million house construction program initiated by the new government, estimated to increase cement consumption by 15 million tons annually.

Aspek Pemasaran
Marketing Aspect

STRATEGI PEMASARAN

Dalam menjalankan aktivitas bisnisnya, Perusahaan terus berupaya untuk menjangkau pelanggan di seluruh wilayah pemasaran. Penjualan semen dilakukan di wilayah Sumbagsel dengan fokus pada wilayah yang mampu memberikan kontribusi margin bagi kinerja Perusahaan. Di antara faktor yang berpengaruh terhadap kepuasan pelanggan mencakup penjagaan atas kualitas produk serta kontinuitas pasokan.

Dengan bergabungnya Perusahaan ke dalam grup SIG, maka fungsi pemasaran dan penjualan difokuskan kepada SIG selaku Holding. SIG berperan dalam menetapkan strategi pemasaran yang diterapkan oleh Perusahaan selaku Operating Company (OpCo) dengan melakukan hal-hal sebagai berikut:

- **Strategi *Multibrand***
  Di tengah kondisi industri yang *oversupply* serta terkontraksinya permintaan semen segmen retail, SIG tetap menjalankan strategi *multibrand* untuk dapat mengoptimalkan dan mempertahankan dominasi *market share*. Perseroan menerapkan strategi multibrand dengan mengoptimalkan pemasaran produk dengan merek premium SIG di masing-masing pasar utama, serta

MARKETING STRATEGY

In conducting its business activities, the Company continues to strive to reach customers in all marketing areas. Cement sales are carried out in the Southern Sumatera region with a focus on areas that are able to give margin contribution to the Company's performance. Factors that influence customer satisfaction include maintaining product quality and continuity of supply.

By joining the Company into the SIG group, the marketing and sales functions are focused on SIG as the Holding. SIG plays a role in determining the marketing strategy implemented by the Company as the Operating Company (OpCo) through the following:

- **Multibrand Strategy**
  SIG continues to implement a multibrand strategy in the midst of an oversupply industry and contracted demand for cement in the retail segment to optimize and maintain market share dominance. The Company implements a multibrand strategy by optimizing product marketing with the premium SIG brand in each of its main markets, as well as uses certain brands selectively in market areas

Tinjauan Keuangan
Financial Overview

menggunakan merek khusus secara selektif di area pasar dengan persaingan tinggi dari sisi jumlah pemain dan selisih harga jual. Strategi ini dipandang tepat dan masih relevan untuk menjaga kondisi industri tetap kondusif dengan tidak memicu perang harga di tengah permintaan pasar yang terkontraksi. Penerapan strategi ini memungkinkan Perseroan untuk dapat mempertahankan dominasi *market share* dari pesaing yang tergolong ke dalam *economic brand*.

with high competition in terms of the number of players and differences in selling prices. This strategy is deemed appropriate and still relevant to maintain conducive industrial conditions by not triggering a price war amidst contracted market demand. The implementation of this strategy allows the Company to maintain market share dominance over competitors that are classified as economic brands.

- **Strategi *Micro Market***

  Di samping strategi *multibrand*, untuk mempertahankan *market share* dan menjaga profitabilitas, SIG juga menerapkan strategi *micro market* di mana kebijakan yang berhubungan dengan penjualan dan pemasaran didasarkan pada karakteristik pasar untuk masing-masing area yang berbeda sampai ke level distrik.

  Skema ini memberikan manfaat untuk penerapan strategi yang lebih tepat sasaran sehingga optimalisasi penjualan dapat tercapai baik dari sisi volume penjualan atau dari sisi pencapaian pendapatan.

- **Micro Market Strategy**

  In addition to the multibrand strategy, to maintain market share and maintain profitability, SIG also implements a micro market strategy, where policies related to sales and marketing are based on market characteristics for each different area, down to the district level.

  This scheme provides benefits for implementing a more targeted strategy, thus sales optimization may be achieved both in terms of sales volume and revenue achievement.

- ***Digital Marketing***

  SIG terus meningkatkan pemasaran melalui *channel digital marketing* dengan mengoptimalkan pemanfaatan perkembangan teknologi informasi dan komunikasi. *Platform* AksesToko juga terus dikembangkan dan diperluas cakupannya untuk dapat mendukung aktivitas para distributor dan toko ritel memasarkan produk-produk SIG. Melalui AksesToko, pengelola toko ritel dapat melakukan pemesanan barang secara *online* dengan didukung oleh jasa keuangan guna memberikan kemudahan bagi penggunanya dalam bertransaksi.

  Pemanfaatan SIG *Official Online Store* di *marketplace online* juga terus diperkuat sebagai solusi untuk pelanggan dalam memenuhi kebutuhan akan produk SIG tanpa harus mengunjungi toko bangunan secara fisik.

- **Digital Marketing**

  SIG continues improving marketing through digital marketing channels by optimizing the use of developments in information and communication technology. The AksesToko platform also keeps up with its development and expansion in scope to support the activities of distributors and retail stores marketing SIG products. Retail store managers can order goods online through AksesToko, supported by financial services to provide convenience for users in making transactions.

  The use of the SIG Official Online Store in the online marketplace also pushes on to be strengthened as a solution for customers in meeting their needs for SIG products without having to visit a physical store.

- **Inovasi Produk**

  SIG menghadirkan Bata Interlock Presisi (BIP) sebagai inovasi konstruksi cepat, hemat, dan ramah lingkungan. Dengan dimensi presisi, dan sistem pin pengunci, BIP

- **Product Innovation**

  SIG presents Precision Interlock Brick (BIP) as a fast, economical, and environmentally friendly construction innovation. BIP allows the construction of a T-36

Tinjauan Keuangan
Financial Overview

memungkinkan konstruksi rumah tipe T-36 selesai dalam 21-30 hari dengan biaya dinding lebih hemat. Produk ini mendukung instalasi utilitas praktis melalui rongga bata tanpa perlu merusak dinding.

type house to be completed in 21-30 days with more economical wall costs as well as precise dimensions and a locking pin system. This product supports practical utility installations through brick cavities without having to damage the walls.

SMBR sebagai anak usaha SIG juga mengembangkan produk turunan Semen seperti *White Clay* dan *Ground Limestone* sebagai sumber pendapatan baru selain produk Semen.

As a subsidiary of SIG, SMBR also develops cement derivative products such as White Clay and Ground Limestone as new sources of income in addition to cement products.

- **Komunikasi Pemasaran**

  SIG secara aktif melakukan komunikasi pemasaran untuk mendukung keberhasilan implementasi strategi pemasaran yang dijalankan. Perseroan telah menjalankan strategi komunikasi pemasaran yang terintegrasi, dimana Perseroan menjalankan strategi komunikasi pemasaran yang bersifat lokal untuk memperkuat posisi merek SIG yang dijual di masing-masing pasar, melalui membentuk, memperluas serta meningkatkan *awareness* pelanggan maupun calon pelanggan di pasar lokal.

  SIG juga berfokus melakukan komunikasi kepada aplikator produk, antara lain komunitas tukang, mandor dan kontraktor. Hal ini dilakukan melalui program *awareness* dan seminar yang ditujukan untuk komunitas tersebut dalam rangka mempertahankan loyalitas. Dengan demikian, diharapkan posisi produk SIG dapat semakin kuat, terutama dalam menghadapi bertambah agresifnya kompetitor, baik yang telah ada maupun kompetitor baru di industri.

  Selain upaya tersebut, Perseroan juga aktif melakukan komunikasi pemasaran melalui media sosial yang dikelola secara profesional. Penggunaan media sosial yang kian masif memberikan peluang bagi Perseroan untuk mengenalkan produk dan solusinya ke audiens yang lebih luas.

- **Marketing Communications**

  SIG actively carries out marketing communications to support the successful marketing strategy implementation. The Company has implemented an integrated marketing communications strategy, in which the Company implements a local marketing communication strategy to strengthen the position of the SIG brand sold in each market, by forming, expanding, and increasing awareness of customers and potential customers in the local market.

  SIG focuses on communicating with product applicators as well, including communities of craftsmen, foremen, and contractors. This is done through awareness programs and seminars aimed at these communities to maintain loyalty. Thus, it is hoped that SIG's product position can be even stronger in facing increasingly aggressive competitors, be it existing or new competitors in the industry.

  In addition to these efforts, the Company actively conducts marketing communications through professionally managed social media. The increasingly massive use of social media provides the Company with an opportunity to introduce its products and solutions to a wider audience.

PANGSA PASAR

Di tahun 2024, pangsa pasar industri semen mengalami sedikit penurunan. Informasi pertumbuhan permintaan semen nasional tahun 2023-2024 adalah sebagai berikut:

MARKET SHARE

In 2024, the market share of the cement industry experienced a slight decrease. Information on the growth in national cement demand in 2023 – 2024 is as follows:

Tinjauan Keuangan
Financial Overview

Permintaan Semen Nasional 2023-2024
(Dalam Ton)

National Cement Demand 2023-2024
(In tons)

Uraian / *Description*	2024	2023	Pertumbuhan / *Growth*
Sumatera	14.051.247	14.298.866	(1,73)
Jawa	33.517.380	33.560.463	(0,13)
Kalimantan	5.764.394	5.182.663	11,22
Sulawesi	5.386.013	6.199.358	(13,12)
Nusa Tenggara	4.084.424	3.953.799	3,30
Indonesia Timur / Eastern Indonesia	2.091.988	2.305.671	(9,27)
Jumlah / Total	**64.895.447**	**65.500.820**	**(0,90)**

Lebih lanjut, permintaan semen pada wilayah Sumbagsel di tahun 2024 mengalami penurunan.

Furthermore, the demand for cement in the South Sumatera regions in 2024 experienced a decline.

Permintaan Semen Wilayah Sumbagsel 2023-2024
(Dalam Ton)

Cement Demand in the South Sumatera Region 2023-20
(In tons)

Uraian / *Description*	Volume Permintaan / *Demand Volume (Ton)*		Pertumbuhan Permintaan / *Demand Growth*
	2024	2023	
Aceh	899.451	1.068.084	(15,79)
Sumatera Utara / North Sumatera	3.140.026	3.195.488	(1,74)
Sumatera Barat / West Sumatera	1.188.941	1.194.776	(0,49)
Riau	1.927.179	1.890.750	1,93
Kep. Riau	1.032.634	945.332	9,24
Sumbagsel / South Sumatera			
Jambi	1.080.937	1.077.861	0,29
Sumatera Selatan / South Sumatera	2.078.674	2.115.523	(1,74)
Bangka Belitung	267.737	316.644	(15,45)
Bengkulu	553.102	507.441	9,00
Lampung	1.882.566	1.986.968	(5,25)
Sub total Sumbagsel / South Sumatera Subtotal	**5.863.016**	**5.998.197**	**(2,36)**
Jumlah / Total	**14.051.247**	**14.298.866**	**(1,73)**

Mengenai *marketshare*, Perusahaan merupakan salah satu anak perusahaan SIG. Sehingga, data *marketshare* tersendiri untuk produk Semen Baturaja tidak tersedia, mengingat bahwa Asosiasi Semen Indonesia (ASI) telah mengakumulasikan seluruh volume penjualan seluruh produsen semen di bawah grup SIG menjadi satu kesatuan.

Regarding marketshare, the Company is one of SIG's subsidiaries. Therefore, separate marketshare data for Semen Baturaja products is not available, considering that the Indonesian Cement Association (ASI) has accumulated the entire sales volume of all cement producers under the SIG group into one unit.

Tinjauan Keuangan
Financial Overview

Informasi realisasi penjualan dan perbandingan permintaan di masing-masing wilayah tahun 2023 – 2024 adalah sebagai berikut:

Information on sales realization and comparison of demand in each region in 2023 – 2024 is as follows:

Realisasi Penjualan dan Perbandingan Permintaan 2023 - 2024

Sales Realization and Demand Comparison 2023 – 2024

(Dalam ton, kecuali dinyatakan lain)

(In tons, unless otherwise stated)

Wilayah / *Region*	Volume Penjualan / *Sales Volume*	Volume Permintaan / *Demand Volume*	*Market Share* 2024	*Market Share* 2023	Perubahan Market Share / *Market Share Change*
Jambi	699.475	1.081.405	64,7	66,0%	(1,3)
Sumatera Selatan / South Sumatera	1.386.342	2.078.674	66,7	64,7%	2,0
Bangka Belitung	55.359	267.737	20,7	27,0%	(6,4)
Bengkulu	303.182	553.102	54,8	57,4%	(2,6)
Lampung	1.042.702	1.882.566	55,4	55,8%	(0,4)
Sumbagsel / Southern Sumatera	3.487.059	5.863.484	59,5	59,4%	(0,1)

Di tahun 2024, kondisi *marketshare* nasional didominasi oleh Semen Indonesia Group sebesar 48,2%.

In 2024, the national market share condition WERe dominated by Semen Indonesia Group amounting to 48,2%.

***Marketshare* Industri Semen Nasional 2024**

National Cement Industry Marketshare 2024

Produsen / *Manufacturer*	Volume Penjualan / *Sales Volume* (Ton)	*Marketshare*
Semen Indonesia	31.306.400	48,2
Semen Merah Putih	4.281.801	6,6
Tiga Roda	18.929.345	29,2
SCG	1.291.289	2,0
Semen Bima	1.207.537	1,9
Semen Singa Merah	2.146.646	3,3
Conch	4.628.174	7,1
Semen Garuda	1.099.745	1,7

Tinjauan Keuangan
Financial Overview

Perubahan Peraturan Perundang-Undangan terhadap Perusahaan pada Tahun Buku Terakhir
Changes in Legislation to the Company in the Last Fiscal Year

DAFTAR PERATURAN 2024 YANG BERDAMPAK SIGNIFIKAN BAGI SMBR
LIST OF 2024 REGULATIONS THAT HAVE SIGNIFICANT IMPACT ON SMBR

No.	Peraturan Perundang-Undangan 2024 / *2024 Laws and Regulations*	Pokok Perubahan / *Main Changes*	Dampak Bagi Perusahaan / *Impact on the Company*	Upaya Mitigasi / *Mitigation Efforts*
1	Putusan Mahkamah Konstitusi RI Nomor 168/PUUXXI/2023 dalam Perkara Pengujian Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 Tentang Cipta Kerja Menjadi Undang- Undang terhadap Undang-Undang Dasar Negara Republik Indonesia Tahun 1945 / Resolution of the Constitutional Court of the Republic of Indonesia Number 168/PUUXXI/2023 in the Case of Judicial Review of Law Number 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation to Become Law against the 1945 Constitution of the Republic of Indonesia	Perubahan pada pemaknaan pada pasal-pasal di dalam Bab IV UU Nomor 6 Tahun 2023 terkait dengan Bidang Ketenagakerjaan / Amendment to the meaning of the articles in Chapter IV of Law Number 6 of 2023 on the Employment Sector	Kewajiban perusahaan untuk tunduk dan mematuhi putusan ini dalam pengelolaan sumber daya manusia di internal Perseroan. / The Company's obligation to submit to and comply with this decision in the human capital management within the Company	Melakukan penyesuaian perjanjian kerja bersama, kebijakan, prosedur dan dokumen internal perseroan agar sesuai dengan Putusan ini. / Adjustment of the Company's collective work agreement, policies, procedures, and internal documents to comply with this Resolution
2	Peraturan Pemerintah RI Nomor 36 Tahun 2024 tentang Jenis dan Tarif atas Penerimaan Negara Bukan Pajak (PNBP) yang berlaku pada Kementerian Lingkungan Hidup dan Kehutanan / Government Regulation of the Republic of Indonesia Number 36 of 2024 on Types and Rates of Non-Tax State Revenue (PNBP) applicable to the Ministry of Environment and Forestry	Perubahan tarif pada iuran perizinan, pemanfaatan hutan, penggunaan kawasan hutan, pelepasan kawasan hutan, pungutan hasil usaha, dan denda di bidang lingkungan hidup dan kehutanan / Amendment to rates for licensing fees, forest utilization, use of forest areas, release of forest areas, business results levies, and fines in the environmental and forestry sectors.	Peningkatan tarif PNBP bagi SMBR atas penggunaan kawasan hutan sebagai bagian dari Izin Usaha Pertambangan SMBR / Increase in Non-Tax State Revenue rates for SMBR for the usage of forest areas as part of the SMBR Mining Business Permit	Perencanaan kegiatan eksplorasi dan eksploitasi tambang secara tepat agar terjadinya efisiensi dalam penetapan dan pembayaran kewajiban PNBP terkait penggunaan kawasan hutan / Arrangement of mining exploration and exploitation activities appropriately to ensure efficiency in determining and paying Non-Tax Rate Revenue obligations related to the usage of forest areas

Tinjauan Keuangan
Financial Overview

No.	Peraturan Perundang-Undangan 2024 / *2024 Laws and Regulations*	Pokok Perubahan / *Main Changes*	Dampak Bagi Perusahaan / *Impact on the Company*	Upaya Mitigasi / *Mitigation Efforts*
3	Peraturan Menteri Perindustrian Republik Indonesia Nomor 26 Tahun 2024 tentang Pemberlakuan Standar Nasional Indonesia (SNI) untuk Semen secara Wajib / Minister of Industry Regulation of the Republic of Indonesia Number 26 of 2024 on the Mandatory Implementation of Indonesian National Standards (SNI) for Cement	Penyesuaian design kemasan produk dengan penambahan QR Code sebagai pelengkap tanda atau label SNI / Adjustment of product packaging design by adding a QR Code as a complement to the SNI mark or label	Penyesuaian kemasan produk dengan penambahan QR Code, serta pembatasan penjualan produk dengan kemasan saat ini hingga periode Juni 2026. / Adjustment of product packaging by adding a QR Code, as well as restrictions on the sale of products with current packaging until June 2026.	Penyesuaian kemasan produk dengan penambahan QR Code dan memastikan produk dengan kemasan lama tidak lagi beredar dan diperjualbelikan sebelum periode Juni 2026 / Adjustment of product packaging by adding a QR Code and ensuring that products with old packaging are no longer in circulation and traded before June 2026.
4	Peraturan Otoritas Jasa Keuangan RI Nomor 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik / Indonesian Financial Services Authority Regulation Number 45 of 2024 on the Development and Strengthening of Issuers and Public Companies	Penyampaian Keterbukaan Informasi atau Fakta Material / Disclosure of Material Information or Facts	Penyampaian fakta material sesegara mungkin sebagai pelaksanaan regulasi tersebut / Prompt submission of material facts as an implementation of the regulation	Sosialisasi regulasi terkait agar diketahui oleh seluruh insan perusahaan / Dissemination of related regulations so that all Company personnel are aware of them
5	Keputusan Menteri BUMN RI Nomor: SK-275/MBU/11/2024 tentang Prioritas Penerapan Keamanan Siber di Lingkungan BUMN / Decree of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: SK-275/MBU/11/2024 on Priority Implementation of Cyber Security in the State-Owned Enterprise Environment	Upaya implementasi/ penerapan *cyber security* berstandar internasional dan pelaporannya pada Laporan Tahunan Perseroan / Efforts to implement international standard cyber security and its reporting in the Company's Annual Report	Penyesuaian tata kelola ICT Perseroan / Adjustment of the Company's Information and Communication Technology governance	Penyiapan anggaran dan sumber daya lainnya untuk penyiapan sarana dan prasarana, serta penyesuaian tata kelola ICT dan komitmen perusahaan untuk menerapkan cyber security untuk menjawab tantangan perkembangan dan persaingan pada iklim bisnis dan tekhnologi / Preparation of budget and other resources for the preparation of facilities and infrastructure, as well as adjustment of Information and Communication Technology governance and the Company's commitment to implementing cyber security to handle the challenges of development and competition in the business and technology climate

Tinjauan Keuangan
Financial Overview

Perubahan Kebijakan Akuntansi Yang Diterapkan Perusahaan Pada Tahun Buku Terakhir
Changes in Accounting Policies Implemented by the Company in the Last Fiscal Year

Mulai tanggal 1 Januari 2024, referensi terhadap masing-masing PSAK dan ISAK sudah diubah sebagaimana diumumkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI"). Hingga 31 Desember 2024, penerapan standar dan interpretasi yang baru dan direvisi tidak menghasilkan perubahan besar terhadap kebijakan akuntansi perusahaan dan tidak memiliki dampak yang material pada jumlah yang dilaporkan untuk tahun berjalan atau tahun sebelumnya.

1. PSAK 107 (dahulu PSAK 60) (amandemen) – Instrumen Keuangan : Pengungkapan : Pengaturan Pembiayaan Pemasok
2. PSAK 116 (dahulu PSAK 73) (amandemen) – Liabilitas Sewa pada Jual dan Sewa-Balik.
3. PSAK 201 (dahulu PSAK 1) (amandemen) – Penyajian Laporan Keuangan: Liabilitas Jangka Panjang dengan Kovenan.
4. PSAK 207 (dahulu PSAK 2) (amandemen) – Laporan Arus Kas.

Starting January 1, 2024, references to each PSAK and ISAK have been changed as announced by the Indonesian Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants ("DSAK-IAI"). As of December 31, 2024, the adoption of the new and revised standards and interpretations does not result in major changes to the Company's accounting policies nor does it have any material impact on the amounts reported for the current or prior years.

1. PSAK 107 (formerly PSAK 60) (amendment) – Financial Instruments: Disclosures : Supplier Financing Arrangements.
2. PSAK 116 (formerly PSAK 73) (amendment) – Lease Liabilities on Sale and Leaseback.
3. PSAK 201 (formerly PSAK 1) (amendment) – Presentation of Financial Statements: Non-Current Liabilities with Covenants.
4. PSAK 207 (formerly PSAK 2) (amendment) – Cash Flow Statement.

Tingkat Kesehatan Perusahaan
Company Soundness Level

Perusahaan telah melakukan pengukuran terhadap Tingkat Kesehatan Perusahaan secara periodik, dengan mengacu pada ketentuan yang berlaku bagi Badan Usaha Milik Negara (BUMN). Di tahun 2024, Tingkat Kesehatan Perusahaan diukur dengan menggunakan parameter yang diatur di dalam Peraturan Menteri BUMN No. PER-2/MBU/03 tahun 2023 pasal 81. Dari hasil pengukuran menyatakan bahwa Perusahaan memperoleh peringkat akhir idAA-/Stable dari PT Pemeringkat Efek Indonesia (PEFINDO) dengan Tingkat Kesehatan Perusahaan dengan predikat "**Sehat**".

The Company has periodically measured the Company Health Level, with reference to the provisions applicable to State-Owned Enterprises (SOEs). In 2024, the Company Health Level was measured using the parameters stipulated in the Regulation of the Minister of SOEs No. PER-2/MBU/03 of 2023, article 81. The measurement results stated that the Company obtained a final rating of idAA-/Stable from PT Pemeringkat Efek Indonesia (PEFINDO) with the "**Healthy**" predicate as its Company Health Level.

Tinjauan Keuangan
Financial Overview

Informasi Kelangsungan Usaha
Information on Business Continuity

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 dapat berpengaruh terhadap kelangsungan usaha Semen Baturaja diuraikan sebagai berikut:

Kondisi eksternal yang berpengaruh terhadap kelangsungan usaha Perusahaan, antara lain:

1. *Oversupply* Berkelanjutan
   SMBR berupaya melakukan efisiensi diseluruh lini dan meningkatkan pendapatan melalui penjualan produk lainnya.
2. Menteri Keuangan Republik Indonesia berencana untuk menerapkan Instrumen Penetapan Harga Karbon, untuk mengendalikan emisi karbon. Saat ini diskusi terkait mekanisme *The Cap, Trade* dan Tax masih dalam perbincangan dengan pihak-pihak terkait. Mekanisne tersebut perlu menekankan pada perlunya keuntungan dan kerugian yang dapat memacu industri semen lebih maju, selaras dengan SDG's.
3. SLL (*Sustainability Linked Loan*) adalah salah satu program pembiayaan, yang akan meningkatkan rating ESG industri semen di Indonesia, untuk meningkatkan kepercayaan investor dan untuk mengurangi risiko perubahan iklim.

Kondisi internal juga berpengaruh dalam kelangsungan usaha Perusahaan, antara lain mencakup:

1. Ketersediaan cadangan batu kapur eksisting, namun Saat ini SMBR sedang mempersiapkan Tambang 3 yang diagendakan selesai pada tahun 2025.
2. Kinerja SMBR pada tahun 2024 menunjukkan pertumbuhan yang baik berbanding tahun 2023.

MATTERS WITH POTENTIAL OF SIGNIFICANT IMPACT ON BUSINESS CONTINUITY

The Company's business continuity is subject to both external and internal conditions of the Company which 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 2024:

External conditions that affect the Company's business continuity include:

1. Continuous Oversupply
   SMBR strives to make efficiency across all lines and increase revenue through sales of other products.
2. The Minister of Finance of the Republic of Indonesia plans to implement the Carbon Pricing Instrument, to control carbon emissions. Discussions regarding the Cap, Trade, and Tax mechanism are currently still in progress with related parties. The mechanism needs to emphasize the need for advantages and disadvantages that can spur the cement industry to be more advanced, in line with the SDGs.
3. SLL (Sustainability Linked Loan) is one of the financing programs, which will increase the ESG rating of the cement industry in Indonesia, to increase investor confidence and to reduce the risk of climate change.

Internal conditions also affect the Company's business continuity, including:

1. Availability of existing limestone reserves, but SMBR is currently preparing Mine 3 which is scheduled to be completed in 2025.
2. SMBR's performance in 2024 shows good growth compared to 2023.

Tinjauan Keuangan
Financial Overview

ASUMSI YANG DIGUNAKAN DALAM MELAKUKAN *ASSESSMENT*

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan asesmen terhadap kelangsungan usaha adalah sebagai berikut:

1. Kinerja operasional dan keuangan.
2. Isu terkini terkait industri semen, terkait perubahan peraturan/kebijakan pemerintah, harga bahan baku dan lain-lain.
3. Arahan Holding dan Dewan Komisaris.

PT. Semen Baturaja Tbk sebagai anak dari PT Semen Indonesia (Persero) Tbk, berusaha untuk meningkatkan profitabilitas baik bagi SMBR maupun induk. Dengan visi Menjadi *Green Cement Based Building Material Company* terdepan di Indonesia, SMBR berkomitmen untuk menghasilkan produk yang ramah lingkungan sebagai wujud dukungan pada program ESG pemerintah.

Bersama dengan visi tersebut, meningkatkan pertumbuhan nilai kepada para pemegang saham melalui peningkatan pencapaian kinerja keuangan yang didukung pencapaian *operational excellent*. Pendalaman implementasi strategi Sub Klaster Semen (SIG & SMBR) dalam hal ini yaitu:

1. Mengoptimalisasi 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

ASSUMPTIONS USED IN CONDUCTING ASSESSMENT

Several factors considered by management in assessing 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, raw material prices, and others.
3. Directions of Holding and the Board of Commissioners.

PT Semen Baturaja Tbk, as a subsidiary of PT Semen Indonesia (Persero) Tbk, seeks to increase profitability for itself and the parent company. With the vision of becoming the leading Green Cement Based Building Material Company in Indonesia, the Company is committed to producing environmentally friendly products as a form of support for the government's ESG program.

Together with this vision, the Company increases value growth for shareholders through increased financial performance achievement supported by the achievement of operational excellence. In-depth implementation of the Cement Sub Cluster strategy (SIG & SMBR) in this regard, namely:

1. Optimization of 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 Inventory 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.

Tinjauan Keuangan
Financial Overview

HASIL *ASSESSMENT* TERHADAP HAL-HAL YANG MEMPENGARUHI KINERJA PERUSAHAAN

Melihat kinerja Perusahaan pada tahun 2024, manajemen Perusahaan menilai bahwa Perusahaan akan mampu melanjutkan kelangsungan usahanya dan berkeyakinan Perusahaan memilki sumber daya yang cukup untuk melanjutkan usahanya di masa mendatang. Program efisiensi SMBRG045 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 Baturaja 2, melakukan tender bersama barang, jasa, bahan baku, bahan bakar serta jasa angkutan dan jasa umum lainnya. Perusahaan turut melakukan pelunasan dipercepat untuk menurunkan beban bunga sebagai langkah *cost leadership* di bidang finansial. Untuk meningkatkan pendapatan lainnya, Perusahaan tetap terus mengoptimalkan penjualan *white clay* dan *ground limestone*.

DAMPAK PADA PERUSAHAAN

Penerapan inisiatif strategis pada tahun 2024 telah memberikan dampak positif bagi Perusahaan, di mana terlihat dari kinerja Perusahaan hingga akhir 2024 tetap menunjukkan pertumbuhan positif, di mana penjualan semen mencapai angka 2,23 juta ton atau tumbuh 3,43% terhadap periode yang sama tahun sebelumnya. Pencapaian tersebut berdampak terhadap meningkatnya pendapatan usaha yang mencapai 2,48% dari periode tahun lalu atau mencapai Rp2,09 triliun. Perolehan laba bersih Perusahaan positif di angka Rp129,25 miliar. Perusahaan juga mampu mempertahankan posisi *market leader* di wilayah Sumatera Selatan sebesar 33%.

ASSESSMENT RESULTS ON MATTERS IMPACTING COMPANY PERFORMANCE

Based on the Company's performance in 2024, the Company management assesses that the Company would be able to maintain its business continuity, and have sufficient resources to continue its operations in the future. The Company will continue its SMBRG045 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 2 Plant, joint tender for goods, services, raw materials, fuel, and transportation services, as well as other public services. The Company is also carrying out accelerated repayment to reduce interest expenses as a cost leadership step in the financial sector. To increase other income, the Company will continue to optimize revenues from white clay and ground limestone.

IMPACT ON THE COMPANY

The implementation of strategic initiatives in 2024 positively impacted the Company, as seen from the Company's performance by the end of 2024 which continued to show positive growth, where cement sales reached 2.23 million tons or grew 3.43% compared to the same period the previous year. This achievement impacted on increasing business revenues which reached 2.48% from the previous year or reached Rp2.09 trillion. The Company's net profit was positive at Rp129.25 billion. The Company managed to maintain its market leader position in the South Sumatera region by 33% as well.

Tinjauan Keuangan
Financial Overview

PENYESUAIAN YANG DILAKUKAN/KEPUTUSAN PERUSAHAAN

Menghadapi kondisi yang dihadapkan 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.

Adapun langkah-langkah strategis yang dilakukan oleh Perusahaan selama tahun 2024 antara lain:

1. Perusahaan melakukan beberapa upaya efisiensi di berbagai bidang dalam program SMBRGO45
   a) Optimalisasi *supply chain* dan *sourcing excellence*.
   b) Memaksimalkan pemanfaatan *alternative fuel and material*.
   c) Melakukan pengendalian dan penurunan faktor terak.
   d) Menjalankan program *plant automation* berbasis industri 4.0 dengan menerapkan *Intelligence Process Control System* untuk mendorong perbaikan di sisi operasi.
   e) Penurunan beban bunga dengan melakukan pembayaran dipercepat terhadap hutang bank jangka panjang dan pencapaian target keberlanjutan *Sustainability Linked Loan* (SLL).
2. Meningkatkan pendapatan melalui penjualan produk lainnya, seperti *limestone* dan *white clay*.
3. Perusahaan secara konsisten berupaya menciptakan SDM yang unggul dan profesional dengan mengembangkan sistem manajemen talenta yang sejalan dengan strategi induk.
4. *Continous Improvement* dalam penerapan GCG.

ADJUSTMENTS MADE/COMPANY RESOLUTION

In dealing with conditions faced with business risks originating from the external and internal environment, the Company implements various strategic policies to achieve performance growth, namely from the operational and financial side.

The strategic initiatives carried out by the Company in 2024 are as follows:

1. The Company has made several efficiency efforts in various fields in the SMBRGO45 program
   a) Optimizing the supply chain and sourcing excellence.
   b) Maximizing the use of alternative fuels and materials.
   c) Controlling and reducing clinker factors.
   d) Carrying out an Industry 4.0 based plant automation program by implementing an Intelligence Process Control System to encourage improvements on the operations side.
   e) Reducing interest expenses by making accelerated payments on long-term bank debt and achieving the sustainability target of the Sustainability Linked Loan (SLL).
2. Increasing revenue through sales of other products such as limestone and white clay.
3. The Company consistently strives to create superior and professional human resources by developing a talent management system in accordance with the parent strategy.
4. Continuous Improvement in the GCG implementation.


Perusahaan
2022
SMBR bergabung dengan SIG
2013
Penawaran saham perdana
(IPO)
di Bursa Efek Indonesia
Milestone
Kapasitas Produksi
2017
Produksi Pabrik Baturaja II dengan kapasitas total menjadi 4,1 juta ton semen/tahun
2001
Proyek Optimalisasi II sehingga kapasitas produksi menjadi 1,25 juta ton semen/tahun
1994
Proyek Optimalisasi I sehingga kapasitas produksi menjadi 550 ribu ton semen/tahun
1981
Produksi Pabrik Baturaja I dengan kapasitas 500 ribu ton semen/tahun
SIG



06

Tata Kelola Perusahaan yang Baik

Good Corporate Governance

Perusahaan memiliki roadmap yang bertujuan untuk mencapai kondisi ideal dalam penerapan GCG secara bertahap dan berkelanjutan.

The Company has a roadmap which aims to achieve ideal conditions for gradually and sustainably implementing GCG.



PENERAPAN TATA KELOLA PERUSAHAAN

Perusahaan memosisikan 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. Ini merupakan upaya meningkatkan kepercayaan Pemangku Kepentingan terhadap perusahaan yang berkualitas. Perusahaan berupaya

CORPORATE GOVERNANCE IMPLEMENTATION

The Company regards Good Corporate Governance (GCG) as a fundamental element that fosters harmony and ensures the seamless continuity of all activities, both for operational and non-operational aspects. This is an effort to increase stakeholder trust in quality company. The Company strives to fulfill GCG implementation efforts by continuing to adapt to the Company's current conditions by carrying out



untuk memenuhi upaya penerapan GCG dengan terus menyesuaikan kondisi Perusahaan terkini dengan melakukan evaluasi yang objektif atas penerapan GCG. Penerapan GCG di Perusahaan dilaksanakan dengan penerapan praktik bisnis yang beretika di setiap aktivitas usaha sebagai bentuk kepatuhan terhadap peraturan perundang-undangan yang berlaku.

objective evaluations of GCG implementation. The implementation of GCG in the Company is carried out by implementing ethical business practices in every business activity as a form of compliance with applicable laws and regulations.

Dalam implementasinya, Perusahaan menerapkan Pedoman GCG berdasarkan 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 yang ditandatangani oleh Direktur Utama, yang terakhir dimutakhirkan melalui pada 25 Maret 2024 dengan No. M/SMBR/GRC/001.

In its implementation, the Company applies the GCG Guidelines based on the Decree of the Board of Directors of PT Semen Baturaja No. PH.01.04/079.A/2005 dated August 1, 2005, on the Good Corporate Governance (GCG) Guidelines for PT Semen Baturaja signed by the President Director, which was last updated on March 25, 2024, with No. M/SMBR/GRC/001.

Penyusunan pedoman GCG diharapkan dapat:

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 tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku, serta kesadaran akan adanya tanggung jawab sosial terhadap Stakeholders maupun kelestarian lingkungan di sekitar Perusahaan;
4. Menjadi pedoman bagi seluruh Insan Perusahaan dalam menjalankan aktivitas Perusahaan;
5. Menyempurnakan Pedoman sebelumnya yang memiliki kedudukan sebagai acuan dan pedoman induk kebijakan di Perusahaan, dengan begitu seluruh peraturan, kebijakan atau keputusan yang ditetapkan oleh Perusahaan harus merujuk dan mengacu pada Pedoman Tata Kelola Perusahaan yang Baik sebagai standar dan pedoman dasar pembentukan dan pelaksanaannya;

The GCG guidelines have the following objectives:

1. Maximizing the Company's value and competitiveness by upholding the principles of transparency, accountability, responsibility, independence, and fairness.
2. Promoting professional and transparent management of the Company, and to enhance the independence of its organs.
3. Encouraging 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 environmental sustainability around the Company;
4. Serving as a guideline for all Company Personnel in carrying out Company activities;
5. Refining the existing Guidelines to serve as a reference and framework for the Company's parent policies. All regulations, policies, or decisions made by the Company must align with the Good Corporate Governance Guidelines, which serve as the standard and foundational guidance for their development and implementation;

6. Mengoptimalkan nilai Perusahaan agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan berkelanjutan untuk mencapai maksud dan tujuan Perusahaan; dan
7. Mendorong pengelolaan Perusahaan secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perusahaan.

Penerapan pedoman GCG juga mengacu kepada peraturan perundang-undangan yang berlaku dan praktik-praktik terbaik (*Best Practices*). Secara berkala Pedoman GCG diperbaharui sesuai dengan perkembangan GCG terkini serta perubahan arah pengelolaan Perusahaan ke arah yang lebih strategis di masa mendatang.

LANDASAN HUKUM TATA KELOLA PERUSAHAAN

Dalam implementasinya, 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). Penerapan GCG dalam 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. 40 tahun 2007 tentang Perusahaan Terbatas;

6. Optimizing the Company's value to ensure strong competitiveness on both national and international levels, enabling the Company to sustain its existence and achieve its goals and objectives; and
7. Promoting professional, efficient, and effective management within the Company while empowering its function and increasing the independence of its governance bodies.

The implementation of GCG guidelines also refers to applicable laws and regulations and best practices. GCG guidelines are periodically updated in accordance with the latest GCG developments and changes in the direction of the Company's management towards a more strategic direction in the future.

LEGAL BASIS OF CORPORATE GOVERNANCE

The Company adheres to the policy of the National Committee for Governance Policy (KNKG) established on November 30, 2004 based on the Decree of the Coordinating Minister for Economic Affairs No. KEP-49/M.EKON/11/TAHUN 2004 on National Committee for Governance Policy (KNKG) as amended by the Decree of the Coordinating Minister for Economic Affairs Policy (KNKG). GCG implementation at the Company also refers to the following legal basis and provisions of laws and regulations applicable in Indonesia:

1. Law No. 11 of 1980 on Crime of Bribery;
2. Law No. 8 of 1995 on Capital Markets;
3. Law No. 28 of 1999 on Implementation of a Clean State Free from Corruption, Collusion and Nepotism;
4. Law No. 20 of 2001 on Amendments to Law No. 31 of 1999 on Eradication of Criminal Acts of Corruption;
5. Law No. 40 of 2007 on Limited Liability Companies;

6. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
7. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
8. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
9. Peraturan Otoritas Jasa Keuangan No. 14/POJK.04/2022, tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik;
10. Peraturan Otoritas Jasa Keuangan (POJK) No. 33/ POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
11. Peraturan Otoritas Jasa Keuangan (POJK) No. 35/ POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan publik;
12. Peraturan Otoritas Jasa Keuangan (POJK) No. 21/ POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
13. Peraturan Otoritas Jasa Keuangan (POJK) No. 30/ POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum;
14. Peraturan Otoritas Jasa Keuangan (POJK) No. 31/ POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
15. Peraturan Otoritas Jasa Keuangan (POJK) No. 55/ POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
16. Peraturan Otoritas Jasa Keuangan (POJK) No. 29/ POJK.04/2016, tentang Laporan Tahunan Bagi Emiten atau Perusahaan Publik;
17. Peraturan Otoritas Jasa Keuangan (POJK) No. 15/ POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
18. Peraturan Otoritas Jasa Keuangan (POJK) No. 16/ POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik;
19. Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.32/ SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
20. OECD Principles of Corporate Governance, 2004;

6. Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;
7. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
8. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
9. Financial Services Authority Regulation No. 14/ POJK.04/2022 on Submission of Periodic Financial Statements of Issuers or Public Companies;
10. Financial Services Authority Regulation (POJK) No. 33/ POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies;
11. Financial Services Authority Regulation (POJK) No. 35/ POJK.04/2014 on Corporate Secretaries of Issuers or Public Companies;
12. Financial Services Authority Regulation (POJK) No. 21/ POJK.04/2015 on Implementation of Guidelines for Public Company Governance;
13. Financial Services Authority Regulation (POJK) No. 30/ POJK.04/2015 on Report on the Realization of the Use of Proceeds from Public Offerings;
14. Financial Services Authority Regulation (POJK) No. 31/ POJK.04/2015 on Disclosure of Material Information or Facts by Issuers or Public Companies;
15. Financial Services Authority Regulation (POJK) No. 55/ POJK.04/2015 on Audit Committee Establishment and Work Guidelines;
16. Financial Services Authority Regulation (POJK) No. 29/ POJK.04/2016, on Annual Reports for Issuers or Public Companies;
17. Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 on Planning and Implementation of General Meeting of Shareholders of Public Companies;
18. Financial Services Authority Regulation (POJK) No. 16/ POJK.04/2020 on Implementation of Electronic General Meetings of Shareholders of Public Companies;
19. Circular Letter of the Financial Services Authority (SEOJK) No. 32/SEOJK.04/2015 on Guidelines for Public Company Governance;
20. OECD Principles of Corporate Governance, 2004;

21. The ASEAN Corporate Governance Scorecard yang dirilis pada tahun 2017;
22. Pedoman Umum Governansi Korporat Indonesia (PUGKI) tahun 2021;
23. Peraturan lainnya yang terkait dengan tata kelola perusahaan yang baik.

21. ASEAN Corporate Governance Scorecard issued in 2017;
22. General Guidelines for Indonesian Corporate Governance (PUGKI) 2021;
23. Other regulations related to good corporate governance.

STRUKTUR TATA KELOLA PERUSAHAAN

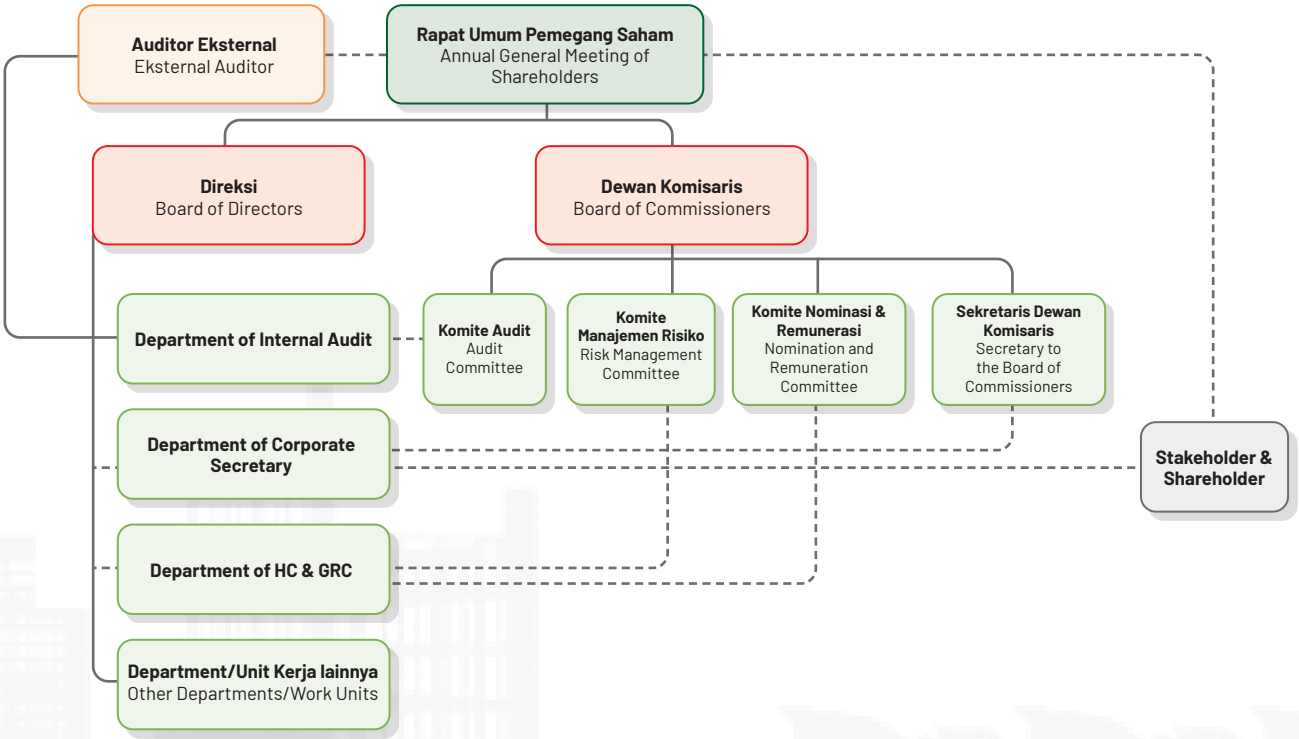
Berdasarkan Undang-Undang No. 40 tahun 2007, Organ Perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris yang saling menghormati tugas, tanggung jawab dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar.

Perusahaan juga memiliki organ pendukung untuk membantu organ utama dalam menjalankan tugasnya. Dewan Komisaris dibantu oleh Komite Audit, Komite Manajemen Risiko serta Komite Nominasi dan Remunerasi. Sedangkan Direksi dibantu oleh Department of Corporate Secretary, Department of Internal Audit, Department of Human Capital & Governance, Risk & Compliance dan unit kerja lainnya. Struktur tata kelola Perusahaan adalah sebagai berikut

CORPORATE GOVERNANCE STRUCTURE

Pursuant to Law No. 40 of 2007, the Company Organs consist of the General Meeting of Shareholders (GMS), the Board of Directors, and the Board of Commissioners who respect each other's duties, responsibilities and authorities in accordance with laws and regulations and the Articles of Association.

The Company also has supporting organs to assist the main organs in performing their duties. The Board of Commissioners is assisted by the Audit Committee, Risk Management Committee and Nomination and Remuneration Committee. While the Board of Directors is assisted by the Department of Corporate Secretary, Department of Internal Audit, Department of Risk Management, Department of Human Resource & Goverment Risk Compliance and other work units. Details on the Company's governance structure is as follows:



TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

Tujuan Perusahaan dalam menerapkan GCG adalah sebagai berikut:

1. Mengoptimalkan nilai Perusahaan agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan Perusahaan;
2. Mendorong pengelolaan Perusahaan secara profesional, efisien, dan efektif, 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 ketentuan peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar Perusahaan;
4. Meningkatkan kontribusi Perusahaan dalam perekonomian nasional;
5. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional; dan
6. Menjadi pedoman bagi seluruh Insan Semen Baturaja dalam menjalankan aktivitas Perusahaan.

CORPORATE GOVERNANCE OBJECTIVES

The Company's objectives in implementing GCG are as follows:

1. Optimizing the Company's value to enhance competitiveness both nationally and internationally, ensuring the continuity and sustainability of the Company in achieving its goals and objectives;
2. Promoting professional, efficient, and effective management practices within the Company, empowering functions and enhancing management independence;
3. Encouraging management to make decisions and take actions based on strong ethical values, compliance with laws and regulations, and awareness of the company's social responsibilities towards stakeholders and environmental sustainability;
4. Increasing the Company's contributions to the national economy.
5. Fostering a conducive environment for the growth of national investment.
6. Serving as a guiding principle for all Semen Baturaja personnel in their daily 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, sesuai dengan yang telah ditetapkan Perusahaan agar dapat mewujudkan penerapan GCG yang konsisten dan berkelanjutan.

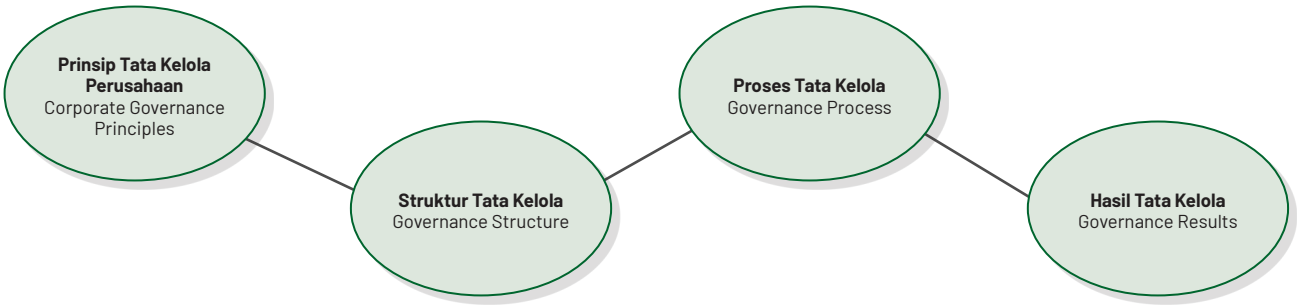
CORPORATE GOVERNANCE PRINCIPLES

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 overall operations in accordance with what has been determined by the Company in order to realize consistent and sustainable GCG implementation.



Komitmen Perusahaan terhadap konsistensi penerapan Tata Kelola Perusahaan yang baik secara berkelanjutan diwujudkan melalui Kerangka Kerja Tata Kelola.

The Company's commitment to consistent implementation of good corporate governance on an ongoing basis is realized through the Corporate Governance Framework.



Kerangka Kerja Tata Kelola Perusahaan memuat 4 (empat) pokok, yaitu:

1. Prinsip Tata Kelola, yaitu prinsip-prinsip yang mendasari pelaksanaan tata kelola di Perusahaan yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran;
2. Struktur Tata Kelola, mengacu pada kecukupan struktur organisasi dan infrastruktur tata kelola guna memastikan penerapan prinsip GCG dapat berjalan dengan optimal serta menghasilkan *outcome* yang sejalan dengan visi, misi, dan harapan pemangku kepentingan. Struktur ini mencakup Dewan Komisaris, Direksi, Komite-Komite, serta unit kerja terkait. Sementara itu, infrastruktur tata kelola mencakup kebijakan dan prosedur, sistem informasi manajemen, serta tugas dan fungsi setiap elemen organisasi.
3. Proses Tata Kelola, menunjukkan efektivitas penerapan prinsip GCG yang didukung oleh kecukupan struktur dan infrastruktur tata kelola. Proses ini memastikan bahwa tata kelola berjalan sesuai dengan prinsip-prinsip yang telah ditetapkan.
4. Hasil Tata Kelola, merupakan kualitas hasil dari implementasi GCG yang tercapai melalui proses tata kelola yang efektif serta dukungan struktur dan infrastruktur yang memadai. Dengan demikian, *Governance Outcome* menjadi indikator keberhasilan penerapan tata kelola perusahaan.

The Corporate Governance Framework consists of 4 (four) main components:

1. Governance Principles are the fundamental principles guiding the implementation of governance within the company, which include Transparency, Accountability, Responsibility, Independence, and Fairness;
2. Governance Structure refers to the adequacy of the organizational structure and governance infrastructure that ensures the effective implementation of the Corporate Governance (GCG) principles. It aims to achieve outcomes that align with the vision, mission, and expectations of stakeholders. The governance structure includes the Board of Commissioners, Directors, Committees, and related work units. Conversely, the governance infrastructure encompasses policies, procedures, management information systems, and the defined duties and functions of each organizational element.
3. Governance Process highlights the effectiveness of implementing GCG principles, supported by a robust governance structure and infrastructure. The governance process ensures adherence to the established principles.
4. Governance Outcomes refers to the quality of results derived from the implementation of GCG, facilitated by an effective governance process alongside adequate structural and infrastructural support. Therefore, Governance Outcomes serve as indicators of the success of corporate governance implementation.

Informasi 5 (lima) prinsip GCG "TARIF" (*Transparency, Accountability, Responsibility, Independency*, dan *Fairness*) adalah sebagai berikut:

Information on the 5 (five) principles of GCG "TARIF" (Transparency, Accountability, Responsibility, Independence, and Fairness) is as follows:

Tabel Prinsip GCG

Table of GCG Principles

No	Prinsip / *Principle*	Implementasi / *Implementation*
1	**Keterbukaan / Transparency**	
	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./ 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	• Perusahaan menyelenggarakan Rapat Umum Pemegang Saham (RUPS) guna memenuhi persyaratan Anggaran Dasar Perusahaan. • Dewan Komisaris dan Direksi melaksanakan pertemuan baik Internal maupun rapat gabungan sebagai upaya pengawasan maupun pengelolaan Perusahaan. • Publikasi Laporan Keuangan yang disajikan melalui media cetak Nasional (Bisnis Indonesia), serta disajikan dalam IDX Net dan Website Perusahaan. • Komunikasi terhadap kebijakan-kebijakan Perusahaan kepada seluruh pemangku kepentingan melalui berbagai media komunikasi. • Dewan Komisaris dan Direksi mengungkapkan perannya dalam laporan pelaksanaan Tata Kelola Perusahaan yang Baik secara transparan. • Menginformasikan tentang Perusahaan di Website Perusahaan sesuai dengan ketentuan yang diatur dalam peraturan. • Publikasi informasi kegiatan Perusahaan di Website dan Media Sosial Perusahaan. • Penerbitan Laporan Tahunan (*Annual Report*). / • The Company holds a General Meeting of Shareholders (GMS) to comply with the requirements of the Company's Articles of Association. • The Board of Commissioners and Directors hold both internal and joint meetings as an effort to monitor and manage the Company. • Publication of Financial Statements presented through National print media (Bisnis Indonesia), and presented on IDX Net and the Company Website. • Communication of Company policies to all stakeholders through various communication media. • The Board of Commissioners and Directors disclose their roles in the Good Corporate Governance implementation report transparently. • Informing about the Company on the Company Website in accordance with the provisions stipulated in the regulations. • Publication of Company activity information on the Company Website and Social Media. • Publication of the Annual Report.
2	**Akuntabilitas / Accountability**	
	Prinsip mengenai 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./	• Perusahaan telah memiliki berbagai perangkat atau kebijakan seperti Struktur Organisasi, *Job Description* untuk tiap-tiap jabatan dan penilaian secara eksternal atau *Self-Assessment* tiap-tiap Direksi. • Rencana Kerja dan Anggaran Perusahaan disahkan oleh Dewan Komisaris dan Pemegang Saham Seri B Terbanyak. • Manajemen melaksanakan tugas dan tanggung jawabnya dengan baik dan memberikan pertanggungjawaban setiap bulan. • Auditor Eksternal dalam hal ini Kantor Akuntan Publik (KAP) Liana, Ramon, Xenia, dan Rekan (bagian dari jaringan Deloitte) telah melaksanakan pemeriksaan terhadap Laporan Keuangan Perusahaan dengan opini Auditor Independen laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan konsolidasian dan arus kas konsolidasiaannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia. • Laporan Tahunan Perusahaan merupakan bentuk pertanggungjawaban Perusahaan dan mendapat persetujuan oleh RUPS. • SMBR melaksanakan *Assessment* terhadap Tata Kelola Perusahaan yang Baik (GCG) tahun 2024 berdasarkan standar ACGS dengan skor 92,84. • Perusahaan melakukan evaluasi penerapan SMAP melalui pelaksanaan Surveillance Audit I SNI ISO 37001:2016 pada 21-22 November 2024. • Pelaksanaan Pengukuran Maturitas Manajemen Risiko secara berkala. /

No	Prinsip / *Principle*	Implementasi / *Implementation*
	This principle defines 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.	• 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. • The Company's Work Plan and Budget are approved by the Board of Commissioners and the Most Series B Shareholders. • Management carries out its duties and responsibilities properly and provides accountability every month. • The External Auditor in this case the Public Accounting Firm (KAP) Liana, Ramon, Xenia, and Rekan (part of Deloitte network) has conducted an audit of the Company's Financial Statements with the Independent Auditor's opinion that the consolidated financial statements present fairly, in all material respects, the Group's consolidated financial position as of December 31, 2024, as well as its consolidated financial performance and consolidated cash flows for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia. • The Company's Annual Report is a form of the Company's accountability and has been approved by the GMS. • SMBR conducted an Assessment of Good Corporate Governance (GCG) in 2024 based on the ACGS standard with a score of 92.84. • The Company conducted an evaluation of the implementation of SMAP through the implementation of Surveillance Audit I SNI ISO 37001:2016 on November 21-22, 2024. • Implementation of Risk Management Maturity Measurement periodically.
3	**Tanggung Jawab / Responsibility**	
	Prinsip kesesuaian pelaksanaan pengelolaan Perusahaan dengan peraturan yang berlaku dan prinsip-prinsip Perusahaan yang sehat termasuk di dalamnya pemenuhan hak-hak Stakeholders, keselamatan dan kesehatan kerja serta penghindaran dari praktik bisnis yang tidak sehat. / This principle covers 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.	• Memiliki perangkat GCG, Anggaran Dasar serta kebijakan *Corporate Social Responsibility* (CSR) dan prosedur lainnya yang berlaku di Perusahaan. • Seluruh karyawan Perusahaan senantiasa memastikan pelaksanaan tugas dan tanggung jawabnya berdasarkan kepada peraturan yang berlaku. • Pelaksanaan audit oleh Pihak Eksternal yang independen dengan hasil tidak adanya temuan material Penerapan Budaya AKHLAK dan Pedoman Perilaku Etika Perusahaan. / • The Company possesses GCG tools, Articles of Association, and Corporate Social Responsibility (CSR) policies. • All of the Company's employees always ensure that the implementation of their duties and responsibilities is based on the applicable regulations. • Implementation of an audit by an independent external party with the result that there were no material findings regarding the Implementation of the AKHLAK Culture and the Company's Ethical Behavior Guidelines.
4	**Kemandirian / Independency**	
	Suatu keadaan dimana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan intervensi dari pihak mana pun 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. / This condition occurs 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.	• Manajemen serta karyawan menandatangani Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku Etika setiap tahun serta mendukung kebijakan mengenai benturan kepentingan (*Conflict of Interest*) 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. • Perusahaan melakukan *Assessment* atas GCG Perusahaan termasuk kepada Dewan Komisaris dan Direksi dan terdapat peningkatan dari tahun sebelumnya. • Para Pemegang Saham tidak mengintervensi Dewan Komisaris dan Direksi untuk mengelola Perusahaan secara Profesional dan Independen. • Penyelenggaraan pertemuan secara berkala oleh Dewan Komisaris dan Direksi baik melalui rapat atau kunjungan ke Perusahaan sebagai bentuk implementasi *Check and Balances*. / • Management and employees sign a Statement of Compliance with the Code of Conduct every year and support the policy regarding Conflict of Interest. Each of the Company's GCG organs, 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. • The Company conducted an Assessment of the Company's GCG, including the Board of Commissioners and Board of Directors, and there was an increase from the previous year. • Shareholders did not intervene with the Board of Commissioners and Board of Directors to manage the Company Professionally and Independently. • Holding regular meetings by the Board of Commissioners and the Board of Directors either through meetings or visits to the Company as a form of implementing Check and Balances.

No	Prinsip / *Principle*	Implementasi / *Implementation*
5	**Kewajaran / Fairness**	
	Prinsip keadilan dan kesetaraan di dalam memenuhi hak-hak *Stakeholders* yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Terhadap *Stakeholders* tersebut diberikan perlindungan, kesempatan dan perlakuan yang wajar untuk menuntut jika terjadi pelanggaran terhadap hak mereka. / This principle upholds justice and equality in fulfilling the rights of Stakeholders that arise based on agreements and applicable laws and regulations. These Stakeholders are given protection, opportunity and reasonable treatment of class action arising to violations of rights.	• Perusahaan mengatur hak dan kewajiban yang berkaitan dengan seluruh pemangku kepentingan yang tercantum dalam Pedoman Perilaku Etika. • Perusahaan memberikan perlakuan yang adil dan proporsional kepada seluruh karyawan, mitra kerja dan pemangku kepentingan lainnya. • Perusahaan telah memberikan kesempatan yang sama kepada seluruh pemangku kepentingan melalui *Website*, dan saluran Pelaporan Pelanggaran (*Whistleblowing System*). / • The Company regulates the rights and obligations related to all stakeholders listed in the Code of Conduct. • The Company provides fair and proportional treatment to all employees, partners and other stakeholders. • The Company has provided equal opportunities to all stakeholders through the Website, and the Whistleblowing System.

Perusahaan juga menerapkan 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 dalam pengelolaan Perusahaan:

The Company also implements 4 (four) pillars of corporate governance, namely ethical behavior, accountability, transparency, and sustainability, as last updated in PUGKI 2021. Further description of the 4 (four) pillars of corporate governance as Company management guidelines is as follows:

Tabel Pilar Governansi Korporat PUGKI / **Table of PUGKI Corporate Governance Pillars**

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	**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.
Penerapan di lingkup Perusahaan • Perusahaan memiliki Pedoman Perilaku Etika (*Code of Conduct*) sebagai panduan bagi pengurus dan karyawan dalam berperilaku dan 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 terkait seleksi vendor	**Implementation within the scope of the Company** • The Company has a Code of Ethical 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 diatur dalam Surat Keputusan tentang Pembagian Tugas dan Wewenang.
- Perusahaan melaporkan kinerja perusahaan secara berkala kepada Pemegang Saham.
- Pelaksanaan audit atas laporan keuangan perusahaan dilakukan oleh auditor eksternal yang disetujui oleh RUPS.
- Penilaian dan evaluasi atas penerapan GCG, penerapan manajemen risiko serta penilaian atas tata kelola IT oleh pihak eksternal konsisten dilakukan secara berkala.
- 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 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 auditor approved by the GMS.
- 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.

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.

Keberlanjutan / Sustainability

Definisi
Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama 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.
- Perusahaan melaksanakan Sertifikasi SNI ISO 50001 : 2018 – Sistem Manajemen Energi sebagai upaya pelaksanaan efisiensi energi.

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.
- The Company implements SNI ISO 50001: 2018 Certification - Energy Management System as an energy efficiency implementation efforts.

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. 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 sumber daya, yang terutama akan menerima manfaat dari pelaksanaan governansi korporat.

In addition to the 4 (four) pillars of corporate governance, the Company 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 group of principles governs the management and supervision functions of the corporation, 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.

Informasi 8 (delapan) prinsip governansi korporat dan penerapannya di lingkup Perusahaan adalah sebagai berikut:

Information on the 8 (eight) principles of corporate governance and their implementation at the Company are as follows:

Tabel 8 (Delapan) Prinsip Governansi Korporat

Table of 8 (Eight) Principles of Corporate Governance

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.	**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.
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.	**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.

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 prosedur Perusahaan.
- 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 sesuai standar POJK dan GRI.
- 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.

Implementation at 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 Company 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 in accordance with POJK and GRI standards.
- 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

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.

Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners

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 policies and information of remuneration for the Board.

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.	**Implementation at 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 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 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.	**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.
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.	**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.
Penerapan di lingkup Perusahaan • Dewan Komisaris secara berkala melaksanakan rapat bersama Direksi yang dikoordinasikan oleh VP of Corporate Secretary. • Direksi mengangkat VP of 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.	**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.	**Definition** The corporation is committed to acting ethically and responsibly, while upholding the values and culture of the organization.
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.	**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

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, Pedoman Benturan Kepentingan serta Prosedur Pelaporan Pelanggaran. • Sosialisasi terkait Soft-structure 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 *E-Learning* Peningkatan Pemahaman Gratifikasi dan rencana pelatihan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan kepada 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 serta tindaklanjut yang diatur dalam Prosedur Perusahaan yang berlaku.	**Implementation at 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 Gratuity Control Guidelines Conflict of Interest Guidelines, and Whistleblowing System. • Dissemination related to GCG Soft structure 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 dalam menjalankan bisnis secara berintegritas.	**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.
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.	**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.

Penerapan di lingkup Perusahaan • Direksi melalui Department of Internal Audit melaksanakan sistem pengendalian internal serta secara berkala melaksanakan koordinasi dan pelaporan kepada Dewan Komisaris melalui Komite Audit. • Pembentukan Unit GRC & IC untuk menjalankan fungsi tata kelola perusahaan, fungsi kepatuhan terhadap peraturan perundang-undangan dan ketentuan yang berlaku serta memastikan bahwa perusahaan selalu memiliki informasi terkini mengenai pembaharuan atas peraturan perundang-undangan, unit pengelola manajemen risiko perusahaan untuk memantau pelaksanaan manajemen risiko perusahaan serta fungsi internal *control* dalam mendukung pelaksanaan audit laporan keuangan. • Pelaksanaan identifikasi risiko dan penyusunan rencana mitigasi risiko dilaksanakan dari semua level mulai dari tingkat *department* 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 Unit of GRC & IC. • Komite Manajemen Risiko di perusahaan berjumlah 3 (tiga) orang dengan salah satu anggota Dewan Komisaris sebagai Ketua. • Department of Internal Audit menyusun Program Kerja Pemeriksaan Tahunan (PKPT) setiap tahun.	**Implementation at 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. • Establishment of GRC & IC Unit to carry out corporate governance functions, compliance functions with applicable laws and regulations and ensure that the company always has the latest information regarding updates to laws and regulations, a corporate risk management unit to monitor the implementation of corporate risk management and internal control functions in supporting the implementation of financial statements audits. • Implementation of risk identification and preparation of risk mitigation plans are carried out at all levels from the department level to the 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 GRC & IC Unit • 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 Department 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.	**Definition** The corporation ensures accurate and timely disclosure of all material matters concerning the organization.
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.	**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.
Penerapan di lingkup Perusahaan • Perusahaan menyusun Laporan Tahunan dan Laporan Keberlanjutan sesuai dengan standar yang berlaku sesuai standar POJK dan GRI. • Komite Audit melakukan evaluasi terhadap pelaksanaan audit oleh auditor eksternal. • Informasi terkait perusahaan dimuat dalam website perusahaan dan media informasi lainnya yang berlaku. • Perusahaan menyampaikan keterbukaan informasi kepada OJK dan BEI	Implementation at the Company • The Company prepares the Annual Report and Sustainability Report in accordance with applicable standard following POJK and GRI standards. • The Audit Committee evaluates the implementation of audits by external vauditors. • Information related to the company is published on the company's website and other applicable information media. • The Company conveys information disclosure to the OJK and IDX.
Prinsip 7: Hak-hak Pemegang Saham	***Principle 7: Shareholders Rights***
Definisi Korporasi melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakukan 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.	**Definition** The corporation ensures 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.
Penjelasan Prinsip 7 menjelaskan mengenai pemenuhan hak pemegang saham dan perlakuan adil bagi pemegang saham, bagaimana cara kerja sama aktif antara korporasi dengan pemegang sahamnya dilaksanakan serta pelaksanaan sebagian hak pemegang saham secara efektif melalui RUPS.	**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.

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.	**Implementation at 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 caprried 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.	**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.
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.	**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.
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.	**Implementation at 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 berpedoman pada *Governance Soft Structure* 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 telah menetapkan beberapa kebijakan terkait penerapan GCG, antara lain:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) No. M/SMBR/GRC/001.
2. *Board Manual* yang disahkan pada 28 Desember 2021.

GOVERNANCE SOFT STRUCTURE

The Company refers to the governance soft structure which has been prepared to regulate relationships between Company organs in carrying out duties, responsibilities, and authority in accordance with the provisions of applicable laws and regulations, GCG principles, business ethics, and best practices. The Company has established a number of policies related to GCG implementation, including:

1. Good Corporate Governance Guidelines No. M/SMBR/GRC/001.
2. Board Manual ratified on December 28, 2021.

3. Pedoman Perilaku Etika (*Code of Conduct*) No. M/SMBR/GRC/004.
4. Pedoman Pengendalian Gratifikasi No. PH.01.04/144/2020.
5. Pedoman Pengelolaan Informasi No. PH.01.04/011/2019.
6. Pedoman Manajemen Risiko No.M/SMBR/GRC/006.
7. Pedoman dan Tata Tertib Kerja Direksi (Piagam Direksi) No. M/SMBR/GRC/002.
8. Prosedur Pelaporan Pelanggaran/*Whistleblowing System* No. P/SMBR/GRC/001.
9. SOP Uji Kelayakan No. A SOP 112000-05.

3. Code of Conduct No. M/SMBR/GRC/004.
4. Gratuity Control Guidelines No. PH.01.04/144/2020.
5. Information Management Guidelines No. PH.01.04/011/2019.
6. Risk Management Guidelines No.M/SMBR/GRC/006..
7. Board of Directors' Guidelines and Work Procedures (Board of Directors' Charter) No. M/SMBR/GRC/002.
8. Whistleblowing System No. P/SMBR/GRC/001.
9. SOP for Due Diligence No. A SOP 112000-05.

PENILAIAN TATA KELOLA PERUSAHAAN 2024

MEKANISME PELAKSANAAN PENILAIAN

Penilaian GCG di Perusahaan dilaksanakan secara berkala setiap tahunnya untuk mengetahui sejauh mana penerapan GCG dilaksanakan. Hal ini dilakukan sebagai perwujudan Perusahaan terhadap peraturan regulator dalam Peraturan Menteri BUMN No.PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Penerapan GCG tersebut terus dimonitor secara berkala melalui penilaian penerapan GCG yang dilakukan setiap tahunnya.

PIHAK YANG MELAKSANAKAN PENILAIAN

Di tahun 2024, Perusahaan menunjuk PT Cita Negeri Amanah (*Subsidiary of* IICD) untuk melakukan penilaian terhadap penerapan GCG di tahun 2024.

KRITERIA YANG DIGUNAKAN

Penilaian pada tahun 2024, selain merujuk pada Surat Edaran Otoritas Jasa Keuangan No. 32/ SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka sebagai acuan standar kualitas penerapan GCG, Perusahaan juga mengadopsi standar ASEAN *Corporate Governance Scorecard* (ACGS) versi 2023 sebagai dasar penilaian GCG tahun 2024.

Penilaian GCG dilakukan dengan mengadopsi prinsip-prinsip GCG menurut ASEAN *Corporate Governance Scorecard* (ACGS) yang merupakan standar penerapan praktik GCG berdasarkan prinsip *Organization for Economic Cooperation and Development* (OECD) yang dikeluarkan oleh ASEAN *Capital Market Forum*.

2024 GCG ASSESSMENT

ASSESSMENT MECHANISM

GCG assessments in the Company are carried out periodically every year to determine the extent to which GCG is implemented. The assessment also aims to map the condition of the Company and is a manifestation of the Company's compliance with provisions in the Regulation of the Minister of No. PER-2/MBU/03/2023 dated March 24, 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. GCG implementation is monitored regularly through annual assessments.

ASSESSOR

In 2024, the Company has appointed PT Cita Negeri Amanah (Subsidiary of IICD) to assess its GCG implementation in 2024.

ASSESSMENT CRITERIA

Assessment in 2024, in addition to referring to the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Public Company Governance as a reference for the quality standards for GCG implementation, the Company also adopted the ASEAN Corporate Governance Scorecard (ACGS) standard version 2023 as the basis for the 2024 GCG assessment.

GCG assessment is carried out by adopting GCG principles according to the ASEAN Corporate Governance Scorecard (ACGS), which serves a standard for implementing GCG practices based on the principles of the Organization for Economic Cooperation and Development (OECD) issued by the ASEAN Capital Market Forum.

Kriteria ACGS yang menjadi acuan penilaian adalah sebagai berikut:

1. Hak-Hak Para Pemegang Saham;
2. Perlakuan Yang Setara Terhadap Para Pemegang Saham;
3. Peran Pemangku Kepentingan;
4. Pengungkapan dan Transparansi;
5. Tanggung Jawab Direksi dan Dewan Komisaris;
6. Bonus/Penalti sebagai kriteria tambahan.

The ACGS criteria used as assessment reference are as follows:

1. Rights of Shareholders;
2. Equal Treatment of Shareholders;
3. Role of Stakeholders;
4. Disclosure and Transparency;
5. Responsibilities of the Board of Directors and Board of Commissioners;
6. Bonus/Penalty as additional criteria.

HASIL PENILAIAN 2024

Hasil penilaian GCG tahun 2024 adalah sebagai berikut:

Tabel Hasil Penilaian GCG tahun 2024

2024 ASSESSMENT RESULTS

The results of the 2024 GCG assessment are as follows:

GCG Assessment Results Table 2024

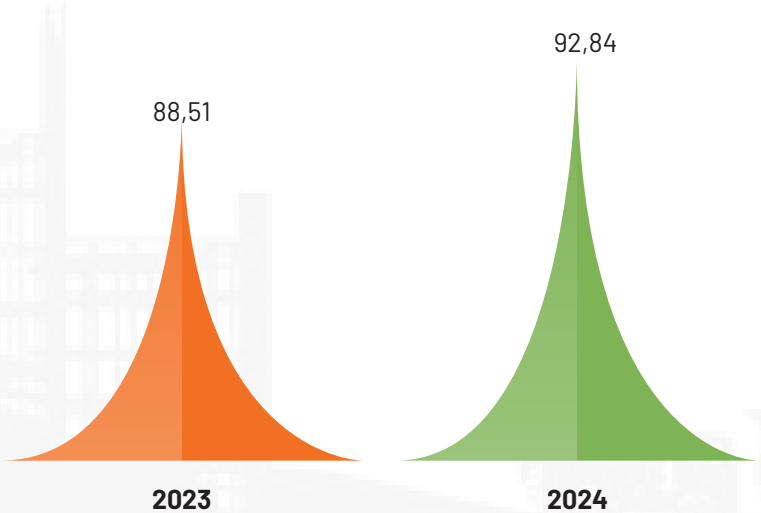
No	Aspek Pengujian / *Testing Aspects*	Bobot Penilaian / *Assessment Weight*	Capaian Tahun 2024 / *2024 Achievements*	
			Skor / *Score*	Capaian / *Achievement*
1	Hak-Hak dan Perlakuan Setara Terhadap Pemegang Saham / Rights and Equal Treatment of Shareholders	20%	82,75	16,55
2	Keberlanjutan dan Ketangguhan / Sustainability and Resilience	15%	81,81	12,27
3	Keterbukaan dan Transparansi / Openness and Transparency	25%	94,11	23,52
4	Tanggung Jawab Dewan / Responsibilities of the Board	40%	88,70	35,48
Skor Level I / Level I Score		**100%**	**87,84**	
5	Bonus		**7**	
6	Penalti / Penalty		**-2**	
Skor Level II / Level II Score			**5**	
Total Skor Keseluruhan / Total Overall Score			**92,84**	
Klasifikasi Kualitas Penerapan GCG / Classification of GCG Implementation Quality			**Very Good**	

PERBANDINGAN PENILAIAN GCG PERUSAHAAN

Perbandingan hasil penilaian yang digunakan adalah hasil penilaian tahun 2023 dan tahun 2024.

COMPARISON OF GCG ASSESSMENT RESULTS

Comparison of the Company's GCG assessment in 2023 and 2024 is as follows:



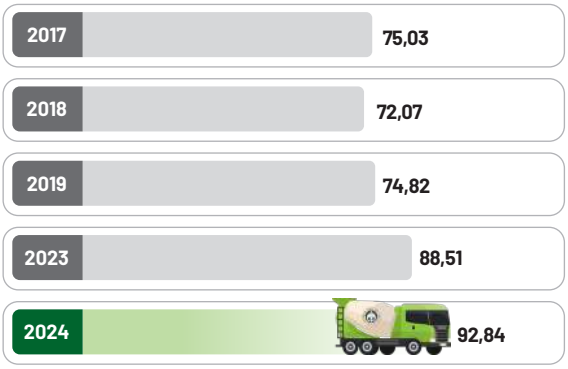
PERKEMBANGAN SKOR INDEKS GCG PERUSAHAAN

Data perkembangan penilaian GCG Perusahaan periode 2017 – 2024 adalah sebagai berikut:

GCG SCORE DEVELOPMENT

The Company's GCG assessment development throughout 2017 – 2024 is as follows:

Grafik Perkembangan Penilaian GCG Perusahaan /
Company GCG Assessment Development



REKOMENDASI DAN TINDAK LANJUT

Dari hasil penilaian GCG tahun 2024, diperoleh rekomendasi dan tindak lanjut sebagai berikut:

Tabel Rekomendasi dan Tindak Lanjut Penilaian GCG tahun 2024

RECOMMENDATIONS AND FOLLOW-UP

Recommendations and follow-up actions from the results of the 2024 GCG assessment are as follows:

Table of GCG Assessment Recommendation and Follow-up in 2024

No	Aspek Pengujian / *Assessment Aspect*	Rekomendasi / *Recommendation*	
1	Hak-Hak dan Perlakuan Setara Terhadap Pemegang Saham / Rights and Equal Treatment of Shareholders	• Jawaban dan pertanyaan diharapkan dicatat dan dipublikasikan di risalah RUPST. • Risalah RUPST diharapkan dipublikasikan 1 hari kerja setelah dilaksanakannya RUPST. • Perusahaan direkomendasikan untuk membuat kebijakan atau melakukan aktivitas-aktivitas *shareholder engagement* untuk mendorong para pemegang saham, khususnya pemegang saham institusi aktif melaksanakan fungsi fidusia mereka sebagai pemilik. • Pemegang saham seharusnya terinformasi secara layak (*well-informed*) dalam penunjukkan atau penunjukkan auditor yang ditugaskan oleh KAP, paling tidak nama yang bersangkutan. • Pinjaman kepada Direksi dan anggota Dewan Komisaris seharusnya termasuk dalam pengertian transaksi-transaksi terafiliasi yang berpotensi menimbulkan benturan kepentingan. Oleh karena itu, perusahaan seharusnya memiliki kebijakan yang layak, seperti *arms' length basis* (dengan tingkat suku bunga yang wajar sebagaimana diberlakukan kepada pihak ketiga).	• Answers and questions are expected to be recorded and published in the minutes of the AGM. • The minutes of the AGM are expected to be published 1 working day after the AGM is held. • Companies are recommended to create policies or carry out shareholder engagement activities to encourage shareholders, especially institutional shareholders, to actively carry out their fiduciary functions as owners. • Shareholders should be well-informed in the appointment or designation of auditors assigned by the KAP, at least the names concerned. • Loans to the Board of Directors and members of the Board of Commissioners should be included in the definition of affiliated transactions that have the potential to cause a conflict of interest. Therefore, the company should have a proper policy, such as an arms' length basis (with a reasonable interest rate as applied to third parties).

No	Aspek Pengujian / *Assessment Aspect*	Rekomendasi / *Recommendation*	
2	Keberlanjutan dan Ketangguhan / Sustainability and Resilience	• Target kuantitatif dalam hal keberlanjutan perlu di ungkapkan dalam Laporan tahunan atau keberlanjutan, agar pemangku kepentingan mengetahui target perusahaan ke depannya. Hasil assessment menunjukkan bahwa Perusahaan belum mengungkapkan hal tersebut.	• Quantitative targets in terms of sustainability need to be disclosed in the Annual or Sustainability Report, so that stakeholders know the company's future targets. The assessment results show that the Company has not disclosed this.
		• Perusahaan juga agar mengungkapkan informasi mengenai kemajuan yang telah dicapai terkait kinerja keberlanjutan yang telah dijalankan dalam kaitannya dengan target yang ditetapkan sebelumnya.	• The Company should also disclose information on the progress achieved regarding sustainability performance that has been carried out in relation to previously set targets.
		• Perusahaan agar memastikan bahwa Dewan Komisaris agar setiap tahun/secara periodik juga berperan untuk melakukan review terhadap kebijakan struktur modal dan hutang Perusahaan, apakah telah sesuai dengan tujuan strategis dan selera risiko (*risk appetite*). Dan, sebaiknya terkait dengan peran tersebut agar ditambahkan di dalam tugas/tanggung jawab Dewan Komisaris yang tertuang di dalam Pedoman Dewan Komisaris (*BoC Charter*).	• The Company's sustainability report is expected to be reviewed or approved by the Board of Commissioners or committees under the Company's Board of Commissioners to ensure that the Board of Commissioners also plays a role in annually/periodically reviewing the Company's capital structure and debt policies, whether they are in accordance with strategic objectives and risk appetite. And, it is better if related to this role, it is added to the duties/ responsibilities of the Board of Commissioners as stated in the Board of Commissioners Charter (BoC Charter).
		• Perusahaan dapat mempertimbangkan untuk mengadakan program atau kebijakan kompensasi atau *reward* yang lebih bersifat jangka panjang bagi karyawannya (bukan hanya Dewan Komisaris dan Direksi).	• The Company can consider holding a more long-term compensation or reward program or policy for its employees (not just the Board of Commissioners and Directors).
3	Keterbukaan dan Transparansi / Openness and Transparency	• Perusahaan disarankan mengungkapkan kebijakan remunerasi untuk Direksi, termasuk juga Presiden Direktur. Kebijakan remunerasi yang dimaksud mencakup semua jenis tunjangan dan natura, tidak terbatas hanya pemberian insentif jangka pendek saja, namun juga mencakup pemberian insentif jangka panjang maupun insentif yang didasarkan pada kinerja perusahaan. Sehingga, kebijakan/praktik remunerasi anggota Direksi setidaknya merinci terkait gaji pokok, insentif atau bonus yang dibayarkan dalam jangka pendek (*annual bonus*) dan jangka panjang (dalam bentuk *deferred stock*). Kinerja pengukuran sebagai basis penetapan bonus (jangka pendek dan jangka panjang), seperti *operating margin, free cash flow*, atau ROE, seharusnya diungkapkan.	• The Company is advised to disclose the remuneration policy for the Board of Directors, including the President Director. The remuneration policy in question includes all types of benefits and in kind, not limited to providing short-term incentives, but also includes providing long-term incentives or incentives based on company performance. Thus, the remuneration policy/practice for members of the Board of Directors at least details the basic salary, incentives or bonuses paid in the short term (annual bonus) and long term (in the form of deferred stock). Performance measurements as the basis for determining bonuses (short and long term), such as operating margin, free cash flow, or ROE, should be disclosed.
		• Perusahaan diminta untuk mengungkapkan Anggaran Dasar Perusahaan dengan Bahasa Inggris di *website"* Perusahaan.	• The Company is required to disclose the Company's Articles of Association in English on the Company's website.

No	Aspek Pengujian / *Assessment Aspect*	Rekomendasi / *Recommendation*	
4	Tanggung Jawab Dewan Komisaris/ Responsibilities of the Board of Commissioners	• Perusahaan disarankan agar menyusun/memiliki atau Piagam Dewan Komisaris (*Board Charter*) dan mengungkapkan informasi tersebut ke publik dalam versi Bahasa Inggris atau *Billingual*.	• The Company is advised to prepare/have a Board Charter and disclose the information to the public in English or bilingual versions.
		• Pengungkapan kebijakan mengenai keputusan-keputusan perusahaan yang harus mendapatkan persetujuan Dewan Komisaris. Seperti penerbitan saham baru, akuisisi perusahaan baru dan restrukturisasi keuangan perusahaan.	• Disclosure of policies regarding company decisions that must be approved by the Board of Commissioners. Such as the issuance of new shares, acquisition of new companies and financial restructuring of the company.
		• Terkait dengan Komite Audit, disarankan untuk menambahkan peran atau fungsinya, yakni tidak hanya merekomendasikan penunjukkan Auditor Eksternal saja, namun juga sampai pada pemberian rekomendasi untuk pemberhentian auditor eksternal perusahaan. Peran atau fungsi tersebut seharusnya dapat dituangkan atau ditetapkan secara jelas dalam Piagam Komite Audit.	• Related to the Audit Committee, it is recommended to add its role or function, namely not only recommending the appointment of an External Auditor, but also to provide recommendations for the dismissal of the company's external auditor. This role or function should be clearly stated or stipulated in the Audit Committee Charter.
		• Mengajukan usulan untuk mengubah ketentuan mengenai syarat kuorum dalam rapat pengambilan keputusan oleh Dewan Komisaris, dari sebelumnya yang hanya mensyaratkan lebih dari 1/2 anggota Dewan Komisaris yang hadir dalam rapat menjadi minimal 2/3.	• Submit a proposal to change the provisions regarding the quorum requirements in decision-making meetings by the Board of Commissioners, from previously only requiring more than 1/2 of the Board of Commissioners members to be present at the meeting to a minimum of 2/3.
		• Perusahaan sebaiknya mempunyai kebijakan untuk mengirimkan bahan rapat Dewan Komisaris minimal 5 hari kerja sebelum rapat diadakan.	• The Company should have a policy to send Board of Commissioners meeting materials at least 5 working days before the meeting is held.
		• Perusahaan perlu untuk menyusun dan mengungkapkan kriteria penyeleksian/ penunjukan bagi seluruh calon anggota Dewan Komisaris perusahaan yang baru (tidak hanya bagi anggota Komisaris Independen saja).	• The Company needs to prepare and disclose the selection/appointment criteria for all new candidates for the company's Board of Commissioners (not only for Independent Commissioners).
		• Merumuskan kebijakan remunerasi dengan menetapkan standar yang terukur yang mengaitkan antara kinerja Direksi dengan kepentingan jangka panjang perusahaan, seperti adanya *claw back provision*, *reward* atau *deferred bonuses* yang menggunakan pengukuran-pengukuran, seperti *ROE*, *Cummulative Free Cash Flow*, *Operating Profit* atau lainnya.	• Formulate a remuneration policy by setting measurable standards that link the Board of Directors' performance to the company's long-term interests, such as claw back provisions, rewards or deferred bonuses that use measurements such as ROE, Cumulative Free Cash Flow, Operating Profit or others.

Pelaksanaan tindaklanjut atas rekomendasi hasil penilaian GCG tahun 2023 berdasarkan *Asean Corporate Governance Scorecard* (ACGS) yang dilakukan Perusahaan selama tahun 2024 sebagai berikut:

1. Risalah RUPS telah dipublikasikan sesuai dengan ketentuan yang berlaku pada *Website* Bursa Efek Indonesia dan *Website* Perusahaan, telah memuat detail pertanyaan beserta jawaban yang diajukan selama berlangsungnya RUPS Tahunan.
2. Komisaris Utama Perusahaan berasal dari pihak independen yang disetujui dalam RUPS Luar Biasa pada 8 November 2023 sekaligus merangkap Komisaris Independen.

Implementation of follow-up on the recommendations of the 2023 GCG assessment results based on the Asean Corporate Governance Scorecard (ACGS) conducted by the Company throughout 2024 as follows:

1. The minutes of the GMS have been published in accordance with the applicable provisions on the Indonesia Stock Exchange Website and the Company's Website, containing details of questions and answers submitted during the Annual GMS.
2. The Company's President Commissioner came from an independent party approved in the Extraordinary GMS on November 8, 2023, and also served as an Independent Commissioner.

3. Perusahaan telah menggunakan *electronic voting* melalui sistem eASY.KSEI sebagai mekanisme bagi pemegang saham yang berhalangan hadir secara fisik yang informasinya telah disampaikan sejak pengumuman dan pemanggilan RUPS Tahunan serta tata cara penggunaannya tercantum pada Tata Tertib RUPS Tahunan yang dipublikasikan di situs web Perusahaan.
4. Pemanggilan RUPS Tahunan dilakukan pada 07 Mei 2024, hal ini sudah sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan (POJK) Nomor 15/POJK.04/2020 Pasal 17 Ayat (1) yaitu Pemanggilan RUPS Tahunan kepada pemegang saham paling lambat dalam 21 (dua puluh satu) hari sebelum tanggal penyelenggaraan RUPS, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal Penyelenggaraan RUPS.
5. Perusahaan telah melakukan pembaharuan terhadap Pedoman Manajemen Risiko dan Piagam Manajemen Risiko pada Desember 2024 serta Prosedur Penerapan Manajemen Risiko pada April 2024.

3. The Company has used electronic voting through the eASY.KSEI system as a mechanism for shareholders who are unable to attend physically, information about which has been submitted since the announcement and invitation to the Annual GMS and the procedures for its use are stated in the Annual GMS Rules of Procedure published on the Company's website.
4. The invitation to the Annual GMS was made on May 7, 2024, this was in accordance with the provisions of the Financial Services Authority Regulation (POJK) Number 15/POJK.04/2020 Article 17 Paragraph (1) namely the invitation to the Annual GMS to shareholders no later than 21 (twenty one) days before the date of the GMS, excluding the date of the invitation and the date of the GMS.
5. The Company has updated the Risk Management Guidelines and Risk Management Charter in December 2024 and the Risk Management Implementation Procedure in April 2024.

IMPLEMENTASI DAN SOSIALISASI GCG 2024

Perusahaan melakukan implementasi dan sosialisasi GCG kepada seluruh Insan Semen Baturaja yang mencakup pemahaman mendalam mengenai implementasi GCG beserta pemahaman *Soft structure* GCG. Implementasi *Soft structure* GCG Perusahaan adalah sebagai berikut:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*);
2. *Board Manual*;
3. Pedoman Perilaku Etika (*Code of Conduct*);
4. Pedoman Benturan Kepentingan (*Conflict of Interest*);
5. Pedoman Pengelolaan Informasi;
6. Pedoman Pengendalian Gratifikasi;
7. Pedoman Manajemen Risiko;
8. Prosedur Pelaporan Pelanggaran/*Whistleblowing System*;
9. Kebijakan GCG yang memuat terkait kebijakan Sistem Manajemen Anti Penyuapan;
10. SOP Uji Kelayakan (*Due Diligence*).

GCG IMPLEMENTATION AND DISSEMINATION IN 2024

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 soft-structure. The Company's GCG soft-structure comprises The Company's GCG soft-structure consists of:

1. Code on Good Corporate Governance;
2. Board Manual;
3. Guidelines on Code of Conduct;
4. Guidelines on Conflict of Interest;
5. Guidelines on Information Management;
6. Guidelines on Gratuity Control;
7. Guidelines on Risk Management;
8. Procedure on Whistleblowing System;
9. GCG Policy which contains the policy on Anti-Bribery Management System;
10. SOP of Due Diligence.

Di tahun 2024, kegiatan penerapan GCG yang dilakukan Perusahaan adalah sebagai berikut:

1. Melaksanakan sosialisasi penerapan prinsip-prinsip GCG & komitmen terhadap tata kelola kepada Insan Semen Baturaja dan Mitra Usaha.
2. Mensosialisasikan *Soft structure* GCG melalui :
   a. *Website* Perseroan di www.semenbaturaja.co.id yang bisa di akses oleh pihak internal maupun eksternal.
   b. Aplikasi Komunikasi Internal-*Easy Access*.
   c. Sosialisasi melalui *email blast* kepada seluruh Insan Semen Baturaja.
   d. Sosialisasi melalui Media Sosial Perusahaan.
3. *Review Soft structure* GCG terkait dengan perubahan peraturan, perubahan anggaran dasar perusahaan, hasil rekomendasi KPPU serta *benchmark* dengan perusahaan lain.
4. Pembaharuan Pedoman GCG, Pedoman Perilaku Etika, Prosedur Penerapan Manajemen Risiko pada April 2024, Pedoman Manajemen Risiko dan Piagam Manajemen Risiko pada Desember 2024.
5. Pembaharuan Surat Keputusan Direksi tentang Unit Pengendalian Gratifikasi pada Oktober 2024 dan Surat Keputusan Direksi tentang GCG *Officer* pada November 2024.
6. Penerbitan Instruksi Kerja Reviu *Soft structure* GCG pada November 2024.
7. *Approval* Surat Pernyataan Kepatuhan Pedoman Perilaku bagi pengurus, karyawan serta Mitra Usaha.
8. Perusahaan pada tanggal 1 April 2024 melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan Iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri melalui media sosial perusahaan dan dipublikasikan di 5 (lima) media massa (Sumatera Ekspres, Lampung Post, OKU Ekspres, Tribun Sumsel dan Sriwijaya Post) serta Intranet, Aplikasi *Easy Access* dan *Website*.
9. Melakukan sosialisasi video Pesan Sosialisasi Anti (PSA) Gratifikasi melalui Aplikasi *Knowledge Management*.
10. Pelaksanaan *E-Learning* Bimbingan Teknis Pengendalian Gratifikasi pada *website E-Learning* (ACLC) Komisi Pemberantasan Korupsi (KPK) di https://aclc.kpk.go.id

In 2024, the GCG implementation activities carried out by the Company are as follows:

1. Dissemination on the implementation of GCG principles & commitment to governance to Semen Baturaja Personnel and Business Partners.
2. Dissinated the GCG Soft-structure through:
   a. The Company's website at www.semenbaturaja.co.id which can be accessed by internal and external parties.
   b. Internal Communication Application-Easy Access.
   c. Disseminaton through email blasts to all Semen Baturaja Personnel.
   d. Dissemination through the Company's Social Media.
3. Review the GCG Soft-structure related to changes in regulations, changes to the company's articles of association, KPPU recommendation results and benchmarks with other companies.
4. Update of GCG Guidelines, Ethical Behavior Guidelines, Risk Management Implementation Procedures in April 2024, Risk Management Guidelines and Risk Management Charter in December 2024.
5. Update of the Board of Directors' Decree on the Gratuity Control Unit in October 2024 and the Board of Directors' Decree on GCG Officer in November 2024.
6. Issuance of GCG Soft-structure Review Work Instructions in November 2024.
7. Approval of the Code of Conduct Compliance Statement for management, employees and Business Partners.
8. On April 1, 2024, the Company implemented the principles of GCG by issuing an Advertisement prohibiting accepting or requesting Gratuity in the context of Eid al-Fitr through the company's social media and published in 5 (five) mass media (Sumatera Ekspres, Lampung Post and OKU Ekspres) as well as Intranet, Easy Access Application and Website.
9. Conducted dissemination of the Anti-Gratuity Socialization Message (PSA) video through the Knowledge Management Application.
10. Implementation of E-Learning Technical Guidance on Gratuity Control on the Corruption Eradication Commission (KPK) E-Learning (ACLC) website at https://aclc.kpk.go.id

11. Sosialisasi terkait larangan Korupsi dalam Rangka Hari Antikorupsi Sedunia (HAKORDIA) dan Tolak Pungutan Liar melalui pemasangan spanduk, *easy access*, *email* dan media sosial.
12. Penyampaian Laporan penerimaan Gratifikasi Perusahaan ke Direksi selama tahun 2024.
13. Penyampaian Laporan Pelaporan Pelanggaran ke Direksi dan tahun 2024.
14. Pelaksanaan Penilaian GCG berdasarkan standar ACGS tahun 2023.
15. Pelaksanaan Program Pengendalian Gratifikasi Tahun 2024.
16. Pelaksanaan Uji Kelayakan terhadap karyawan dan rekan bisnis.
17. Pelaksanaan *Surveillance* Audit SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan.
18. Pelaksanaan *Site Evaluation* SNI Award 2024 oleh Badan Standardisasi Nasional (BSN).
19. Partisipasi kegiatan Pelatihan Program Kepatuhan Persaingan Usaha oleh Komisi Pengawas Persaingan Usaha (KPPU).
20. Pelaksanaan *Internal Control over Financial Reporting* (ICoFR).
21. Pelaksanaan *Business Continuity Management System* (BCMS).

11. Dissemination related to the prohibition of Corruption in the Framework of World Anti-Corruption Day (HAKORDIA) and Rejecting Illegal Levies through the installation of banners, easy access, email and social media.
12. Submission of Reports on the receipt of Company Gratuity to the Board of Directors during 2024.
13. Submission of Reports of Violation Reporting to the Board of Directors and 2024.
14. Implementation of GCG Assessment based on ACGS standards in 2023.
15. Implementation of the Gratuity Control Program in 2024.
16. Implementation of Feasibility Tests for employees and business partners.
17. Implementation of Surveillance Audit SNI ISO 37001: 2016 Anti-Bribery Management System.
18. Implementation of the 2024 SNI Award Site Evaluation by BSN.
19. Participation in the Business Competition Compliance Program Training activities by the Business Competition Supervisory Commission (KPPU).
20. Implementation of Internal Control over Financial Reporting (ICoFR).
21. Implementation of the Business Continuity Management System (BCMS).

PENGHARGAAN GCG OLEH PIHAK EKSTERNAL

Implementasi GCG yang dilakukan Perusahaan pada tahun 2024, berhasil memperoleh penghargaan sebagai berikut:

Tabel Penghargaan GCG

GCG AWARD BY EXTERNAL PARTIES

The Company's implementation of GCG in 2024 successfully received the following awards:

Table of GCG Awards

Tahun / *Year*	Penghargaan / *Awards*
2024	1. TOP GRC Award 2024 #4 Stars 2. The Most Committed GRC Leader 2024
2023	1. The Best GRC For Corporate Operation 2023. 2. The Best GRC Millenial Leader 2023.
2022	Best State Owned Enterprise dan Top 50 Mid Capitalization of Public Listed Company (Mid Cap PLCs) The 13th IICD Corporate Governance Award 2022
2021	1. TOP 50 Mid Capitalization Public Listed Company The 12th IICD Corporate Governance, Conference and Award 2021. 2. 4th The Best Indonesia Enterprises Risk Management Award IV Tahun 2021.
2020	-
2019	1. Best State Owned Enterprise for Midcap Category. 2. TOP 50 Mid Capitalization of Public Listed Company - The 11th IICD Corporate Governance, Conference and Award 2019.
2018	TOP 50 Emiten Kapitalisasi Pasar Terbesar (Big Cap PLCs) dengan praktik Tata Kelola Perusahaan Terbaik dari Indonesia Institute for Corporate Directorship (IICD) / TOP 50 Largest Market Capitalization Issuers (Big Cap PLCs) with Best Corporate Governance practices from Indonesia Institute for Corporate Directorship (IICD)
2017	Peringkat ke-10 GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia dari Majalah Economic Review / Ranked 10th Best GCG - Tbk Company (Persero) in Indonesia from Economic Review Magazine
2016	Predikat : Sangat Baik (A) GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia Sektor Industri Dasar & Kimia – Semen dari Majalah Economic Review / Predicate: Excellent (A) Best GCG - Tbk Company (Persero) in Indonesia Basic Industry & Chemical - Cement Sector from Economic Review Magazine

ROADMAP PELAKSANAAN DAN PENGEMBANGAN TATA KELOLA PERUSAHAAN

Perusahaan memiliki roadmap yang bertujuan untuk mencapai kondisi ideal dalam penerapan GCG secara bertahap dan berkelanjutan yang mengacu pada metode *assessment* dengan menggunakan indikator dan parameter penilaian GCG.

GCG IMPLEMENTATION AND DEVELOPMENT ROADMAP

The Company has a roadmap which aims to achieve ideal conditions in implementing GCG in a gradual and sustainable manner which refers to the assessment method using GCG assessment indicators and parameters.

Tabel *Roadmap* GCG Perusahaan

Table of Company GCG Roadmap

2020	• Reviu Pedoman GCG; • Reviu SOP Pelaporan Pelanggaran (WBS); • Pengesahan *Board Manual;* • Pengesahan Pedoman GCG; • Sosialisasi GCG; • Pembuatan Aplikasi GCG; • Penyusunan *Database* pengelolaan informasi; • Sertifikasi ISO 3700:2016 Sistem Manajemen Anti Penyuapan.	• Review GCG Guidelines • Review WBS SOP • Ratification of Board Manual • Ratification of GCG Code • GCG dissemination • Development of GCG applications • Compilation of Information Management database • SNI ISO 37001: 2016 Certification for Anti-Bribery Management System
2021	• Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan; • *Surveillance* Audit SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan • Pelaksanaan Program Pengendalian Gratifikasi 2021; • Menindaklanjuti Rekomendasi Hasil Assessment Tahun 2020; • Tindak lanjut penilaian ACGS.	• SNI ISO 37001:2016 Certification for Anti-Bribery Management System • Surveillance Audit SNI ISO 37001:2016 Anti-Bribery Management System • Implementation of the 2021 Gratuity Control Program • Follow-up on the 2020 Assessment Results Recommendations • Follow-up on ACGS Assessment
2022	• Evaluasi Penerapan GCG Perusahaan; • *Benchmark;* • Pelatihan; • Sosialisasi GCG; • *Surveillance* Audit SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan; • Menindaklanjuti Rekomendasi Hasil *Self-Assessment* Tahun 202.	• Evaluation of the Company's GCG Implementation • Benchmark • Training • GCG Dissemination • Surveillance Audit SNI ISO 37001:2016 Anti-Bribery Management System • Follow-up on recommendations for 2021 Self-Assessment results
2023	• Review & revisi Softstructure GCG; • Resertifikasi SNI ISO 37001: 2016 Sistem Manajemen Anti Penyuapan; • Pelaksanaan Assessment Tahun 2023; • Menindaklanjuti Rekomendasi *Hasil Assessment* Tahun 2022; • Pelatihan dan Sosialisasi terkait GCG; • Pelaksanaan tindakan korektif atas temuan audit SMAP.	• Review & Revise GCG Soft-Structure • Recertification of SNI ISO 37001:2016 Anti-Bribery Management System • Implementation Assessment in 2023 • Follow-up on Recommendations from 2022 Assessment • Training and dissemination related to GCG • Implementation of corrective actions on SMAP audit findings
2024	• Pengesahan Perubahan Pedoman GCG dan Pedoman Perilaku; • *Surveillance* Audit ke 1 SNI ISO 37001:2016; • Rencana Pengembangan Media Pelaporan Pelanggaran; • Pelatihan dan Sosialisasi terkait GCG.	• Validation of Changes to GCG Code and Code of Conduct • 1st Surveillance Audit SNI ISO 37001: 2016 • Whistleblowing Media Development Plan • Training and Dissemination related to GCG

PENCAPAIAN *ROADMAP* GCG 2024

Implementasi roadmap GCG tahun 2024 berada dalam tahapan konsistensi pengembangan penerapan tata kelola perusahaan yang baik secara berkelanjutan.

GCG ROADMAP ACHIEVEMENTS IN 2024

The implementation of the 2024 GCG roadmap is in the stage of consistent development of the implementation of good corporate governance on an ongoing basis.

Pencapaian GCG tahun 2024 adalah sebagai berikut:

1. Pengesahan perubahan Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) No. M/SMBR/GRC/001 tanggal 25 Maret 2024.
2. Pengesahan perubahan Pedoman Perilaku Etika (*Code of Conduct*) No. M/SMBR/GRC/004 tanggal 25 Maret 2024.
3. Pelaksanaan Bimbingan Teknik E-Learning Peningkatan Pemahaman Gratifikasi oleh karyawan melalui *website* aclc.kpk pada 9-12 Desember 2024.
4. Reviu Pedoman Pengendalian Gratifikasi dan Prosedur Pelaporan Pelanggaran/*Whistleblowing System*.
5. Penerbitan Instruksi Kerja Pelaksanaan Reviu *Soft structure* GCG No. IK/SMBR/GRC/332300/01 pada 01 November 2024.

The achievements of GCG in 2024 are as follows:

1. Ratification of changes to the Good Corporate Governance Guidelines No. M/SMBR/GRC/001 dated March 25, 2024
2. Ratification of changes to the Code of Conduct No. M/SMBR/GRC/004 dated March 25, 2024.
3. Implementation of E-Learning Technical Guidance to Improve Understanding of Gratification by employees through the aclc.KPK website on December 9-12, 2024.
4. Review of the Gratification Control Guidelines and Whistleblowing System.
5. Implementation of GCG Soft Structure Review No. IK/SMBR/GRC/332300/01 on November 1, 2024.

RENCANA TATA KELOLA PERUSAHAAN 2025

Perusahaan telah merencanakan implementasi GCG pada tahun 2024 meliputi:

1. Pelaksanaan *Assessment* GCG dan tindaklanjut.
2. Perubahan *Soft structure* GCG.
3. *Surveillance* Audit II SNI ISO 37001:2016 SMAP.
4. Survei Implementasi GCG & Pelaksanaan Sosialisasi.
5. *Monitoring* Laporan Penerimaan Gratifikasi dan WBS.
6. Pelaksanaan Program Pengendalian Gratifikasi – KPK.
7. *Approval* Kepatuhan Pedoman Perilaku Etika.
8. Peningkatan kompetensi personil GCG.
9. Penyusunan Survey dan Laporan Efektivitas Media Pelaporan WBS.

CORPORATE GOVERNANCE PLAN FOR 2025

The Company has prepared GCG implementation plan for 2025, as follows:

1. Implementation of GCG Assessment and follow-up.
2. Changes in GCG Soft-structure
3. Surveillance Audit II SNI ISO 37001:2016 SMAP
4. GCG Implementation Survey & Implementation of Socialization
5. Monitoring of Gratification Receipt Reports and WBS.
6. Implementation of Gratification Control Program – KPK.
7. Approval of Compliance with Ethical Behavior Guidelines.
8. Improvement of GCG personnel competency.
9. Preparation of Survey and Report on the Effectiveness of WBS Reporting Media.

PENANDATANGANAN PAKTA INTEGRITAS

Dalam implementasinya, seluruh level organisasi diwajibkan menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku Etika untuk memastikan Insan Perusahaan memiliki komitmen dalam membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian dan komitmen di semua jajaran Perusahaan. Langkah ini diharapkan dapat mewujudkan pengelolaan perusahaan yang bersih transparan, dan profesional.

Di tahun 2024, sebagai bentuk komitmen dan kepatuhan terhadap Pedoman Perilaku Etika, penandatanganan surat pernyataan kepatuhan dilakukan oleh Dewan Komisaris, Direksi, dan 854 karyawan.

SIGNING OF INTEGRITY PACT

All levels of the organization are required to sign a statement of compliance with the Code of Conduct to ensure that Company Personnel are committed to building ethics and a healthy business culture as well as building understanding, concern and commitment at all levels of the Company. This supports the Company in realizing clean, transparent, and professional company management.

In 2024, as a form of commitment and compliance with the Code of Ethical Conduct, the signing of a statement of compliance was carried out by the Board of Commissioners, Board of Directors, and 854 employees.

PRAKTIK *BAD CORPORATE GOVERNANCE*

Dengan komitmen yang kuat, Perusahaan terus mengupayakan mitigasi dalam meminimalkan praktik *bad corporate governance* pada seluruh insan Semen Baturaja. Praktik-praktik *bad corporate governance* dapat mengurangi efektivitas serta keoptimalan penerapan GCG di Perusahaan. Lebih lanjut, 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 terus diawasi sehingga meminimalkan 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. Praktik *bad corporate governance* meliputi:

Tabel Praktik *Bad Corporate Governance*

BAD CORPORATE GOVERNANCE PRACTICES

With a strong commitment, the Company continues to strive for mitigation in minimizing bad corporate governance practices for all Company personnel. Bad corporate governance practices can reduce the effectiveness and optimality of GCG implementation in the Company. To avoid these risks, the Company is committed to consistently implementing GCG principles which have been adapted to applicable regulations. The implementation of GCG in every operational business activity of the Company is continuously monitored so as 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., such as corruption cases faced by the Board Members, Environmental Pollution, bankruptcy applications or freezing of the Company's main products. Further details on bad corporate practices governance are as follows:

Table of Bad Corporate Practices Governance

No	Keterangan / *Description*	Praktik / *Practice*
1	Laporan atas aktivitas Perusahaan yang mencemari lingkungan / Report on Company activities that cause environmental pollution	Nihil / 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 / Legal cases currently faced/handled by the Company, subsidiaries, currently active members of the Board of Directors and/or members of the Board of Commissioners that are not presented in the annual report.	Nihil / Nil
3	Ketidakpatuhan dalam pengungkapan pemenuhan kewajiban perpajakan / Non-compliance to disclosing the fulfillment of tax obligations.	Nihil / Nil
4	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan SAK / Non-conformance to applicable regulations and SAK in presenting the annual report and financial statements.	Nihil / Nil
5	Kasus terkait buruh dan karyawan / Cases related to labor forces and employees.	Nihil / Nil
6	Tidak terdapat pengungkapan segmen operasi pada laporan keuangan / No disclosure on operational segments in the financial statements.	Nihil / Nil
7	Terdapat ketidaksesuaian antara Buku Laporan Tahunan dengan laporan tahunan *softcopy* / Non-conformance between the printed Annual Report and the softcopy Annual Report.	Nihil / Nil

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan forum di mana para pemegang saham menerima laporan dan mengambil kebijakan penting terkait pengelolaan Perusahaan. RUPS memiliki 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.

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders (GMS) is a forum where shareholders receive reports and take important policies related to the management of the Company. The GMS has authority that is not given to the Board of Directors or the Board of Commissioners within the limits specified in Law No. 40 of 2007 on Limited Liability Companies and/or the Company's Articles of Association.

RUPS memberikan tanggung jawab 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.

The GMS gives the Board of Commissioners and Board of Directors the responsibility for managing the Company and appoints and dismisses them. The GMS also evaluates the performance of the Board of Commissioners and Board of Directors, approves changes to the Company's Articles of Association and financial statements, and determines the remuneration of members of the Board of Commissioners and Board of Directors. In carrying out the strategic function of the GMS, the Board of Commissioners and Board of Directors respect each other's duties, responsibilities and authority in accordance with the laws and regulations and the articles of association.

RUPS dan/atau Pemegang Saham tidak dapat melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris serta Direksi. Namun, Pemegang Saham memiliki hak untuk memberikan masukan dalam proses pengambilan keputusan penting menyangkut pengembangan dan masa depan Perusahaan dalam RUPS. RUPS juga menjadi forum evaluasi kinerja Dewan Komisaris dan Direksi dengan mempertimbangkan berbagai aspek terkait kinerja operasional Perusahaan.

The GMS and/or Shareholders may not intervene in the duties, functions and authorities of the Board of Commissioners and the Board of Directors. However, Shareholders have the right to provide input in the important decision-making process on development and future of the Company in the GMS. The GMS is also a forum for evaluating the Board's performance by considering various aspects related to the Company's operations.

JENIS RUPS

RUPS Perusahaan terdiri dari RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB). RUPS Tahunan (RUPST) diselenggarakan sebagai pertanggungjawaban Dewan Komisaris dan Direksi terkait pengelolaan Perusahaan. RUPS Luar Biasa 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 sebagai berikut:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Peraturan Otoritas Jasa Keuangan (POJK) No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
3. Peraturan Otoritas Jasa keuangan (POJK) No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik;
4. Peraturan Bursa Efek Indonesia No.I-E tentang Kewajiban Penyampaian Informasi;
5. Anggaran Dasar Perusahaan.

TYPES OF GMS

The Company's GMS consists of the Annual GMS (AGMS) and the Extraordinary GMS (EGMS). The Annual GMS (AGMS) is held as an accountability of the Board of Commissioners and the Board of Directors regarding the management of the Company. The Extraordinary GMS is held at any time the Company is required to make a corporate decision that is not within the authority of the Board.

The holding of the Company's GMS is carried out with reference to the following provisions:

1. Law No. 40 of 2007 on Limited Liability Companies;
2. Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 on Planning and Implementation of General Meetings of Shareholders of Public Companies;
3. Financial Services Authority Regulation (POJK) No. 16/POJK.04/2020 on Implementation of Electronic General Meetings of Shareholders of Public Companies;
4. Indonesia Stock Exchange Regulation No. I -E on Obligations to Submit Information;
5. The Company's articles of association.

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, dengan informasi sebagai berikut:

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 dan situs web Perusahaan.
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.
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 situs web perusahaan.

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.

GMS MECHANISM

The Company's GMS holding mechanism refers to (POJK) No. 15/POJK.04/2020 and POJK No. 16/POJK.04/2020 dated April 20, 2020, with the following details:

1. The notice for the GMS shall be made no later than 21 (twenty-one) days before the date of the GMS by not taking into account the date of the notice and the date of the GMS via the Indonesian Stock Exchange website, the Company's website and 1 (one) Indonesian language daily newspaper with the national distribution area.
2. Prior to the notice, no later than 14 (fourteen) days in advance, the Company is obliged to submit notification or announcement of plans to call for the GMS via the Indonesian Stock Exchange website, the Company website and 1 (one) Indonesian language daily newspaper circulating nationally.
3. Regarding the Company's status as a Public Company and to ensure uniformity of information regarding the plans and implementation of the GMS, in accordance with the provisions of POJK No.15/POJK.04/2020, the Company is obliged to submit the agenda of the meeting to the OJK in advance no later than 5 (five) working days before notification or announcement.
4. The Company hold GMS electronically (e-GMS) through e-GMS providers. Information on e-GMS implementation plan must also be included in the submission of the GMS agenda to the OJK and during the announcement and notice for the GMS to shareholders.
5. After holding the GMS, the Company is obliged to submit the results of the meeting no later than 2 (two) working days after the meeting is held to the OJK and the Indonesian Stock Exchange, and announce it to the public through 1 (one) Indonesian newspaper, one of which is circulated nationally.

Each share issued has 1 (one) voting right unless the Articles of Association stipulates otherwise. A GMS can be held upon request:

1. Series A Dwiwarna Shareholder;
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 these Articles of Association and the laws and regulations;
3. Board of Commissioners.

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 SMBR, 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 pengambilan keputusan, hanya dapat dilakukan pada RUPS oleh Pemegang Saham 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 *website* KSEI (www.ksei.co.id), Bursa Efek Indonesia (www.idx.co.id) dan *website* Perusahaan (www.semenbaturaja.co.id). Pemanggilan tersebut mencantumkan tanggal, waktu, tempat, ketentuan Pemegang Saham yang berhak hadir dalam RUPS dan mata acara rapat. 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;

SHAREHOLDERS

Shareholders are individuals or legal entities who legally own Company shares. In accordance with the Company's Articles of Association, the Company's shares consist of 1 Series A Dwiwarna share and Series B shares which can be owned by the Republic of Indonesia and/or the public. As for the ownership structure of Series B SMBR shares, namely PT Semen Indonesia (Persero) Tbk at 75.51% and the Community/Public at 24.49%.

The Company regulates that Shareholders are not permitted to intervene in the functions, duties and authority of the Board of Commissioners and Directors. In terms of decision making, it can only be done at the GMS by Shareholders in a fair, transparent manner and in the long-term interests of the company. Shareholders through the GMS have 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 notice for the GMS at least 21 (twenty-one) days prior to the meeting.

The GMS invitation is made through the KSEI website (www.ksei.co.id), Indonesia Stock Exchange (www.idx.co.id) and the Company website (www.semenbaturaja.co.id). The invitation includes the date, time, place, provisions for Shareholders who are entitled to attend the GMS and the meeting agenda. The Company divides the rights of Shareholders based on the series of shares owned.

Series A Dwiwarna Shareholders

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. Menyetujui perubahan Anggaran Dasar termasuk perubahan permodalan;
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 dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris.

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 Board's remuneration;
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.

Series B Shareholders

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 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. 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 2024

Di tahun 2024, Perusahaan telah mengadakan RUPS sebanyak 1 (satu) kali pada tanggal 29 Mei 2024.

RUPS TAHUNAN (RUPST)

Pengumuman RUPS Tahunan

Perusahaan telah mempublikasikan pengumuman penyelenggaraan RUPS melalui website Perusahaan pada tanggal 22 April 2024. Dalam pengumuman penyelenggaraan RUPS tahun 2024 memuat hal-hal 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 2022 ("Rapat") pada tanggal 29 Mei 2024.
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 06 Mei 2024 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. Yang

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.

GMS IN 2024 GMS

In 2024, the Company held 1 (one) GMS on May 29, 2024.

ANNUAL GMS (AGMS)

Announcement of Annual GMS

The Company has published an announcement of the holding of the GMS through the Company's website on April 22, 2024. The announcement of the 2024 GMS contains the following:

1. PT Semen Baturaja Tbk ("Company") hereby announces to its shareholders that the Company will hold an Annual General Meeting of Shareholders for the Fiscal year 2022 ("Meeting") on April 29, 2024.
2. In accordance with the Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 dated April 20, 2020 on Planning and Implementation of General Meetings of Shareholders of Public Companies ("POJK") and the provisions of the Company's Articles of Association, it is stipulated that:
   a. Shareholders who are entitled to attend the Meeting are the Company's shareholders whose names are recorded in the Company's Shareholders Register or in accordance with the securities account balance records at PT Kustodian Sentral Efek Indonesia ("KSEI") at the closing of the Company's shares on the Indonesia Stock Exchange on May 6, 2024 until 16:00 WIB.
   b. The Company's shareholders who are entitled to propose Meeting Agenda items are:
      I. Dwiwarna Series A shareholders;
      II. 1 (one) or more shareholders representing 1/20 (one twentieth) or more of the total number of shares with voting rights. Which is submitted in writing to

disampaikan secara tertulis kepada Perusahaan paling lambat 7 (tujuh) hari sebelum tanggal Pemanggilan Rapat atau tanggal 06 Mei 2024 dengan disertai alasan dan bahan usulan mata acara Rapat.

3. Pemanggilan Rapat akan diumumkan melalui eASY. KSEI, situs web Bursa Efek Indonesia dan situs web Perusahaan pada tanggal 07 Mei 2024.
4. Perusahaan akan menyelenggarakan Rapat secara elektronik dan fisik terbatas. Perusahaan menghimbau kepada para pemegang saham yang berhak hadir dalam Rapat untuk dapat hadir secara elektronik atau dapat memberikan kuasa kehadiran dan suaranya melalui fasilitas e-Proxy dalam eASY. KSEI yang disediakan oleh KSEI pada tautan https:// akses.ksei.co.id/ atau dengan mengunduh formulir Surat Kuasa di website Perseroan dan memberikan kuasa kepada petugas Biro Administrasi Efek yang ditunjuk Perseroan sebagai mekanisme pemberian kuasa dalam proses penyelenggaraan Rapat. Fasilitas e-Proxy pada eASY.KSEI tersedia bagi pemegang saham yang berhak untuk hadir dalam Rapat sejak tanggal Pemanggilan Rapat sampai 1 (satu) hari kerja sebelum penyelenggaraan Rapat yaitu tanggal 28 Mei 2024.
5. Pengumuman Rapat ini dapat diakses pada situs web KSEI (www.ksei.co.id), Bursa Efek Indonesia (www.idx.co.id), dan Perusahaan (www.semenbaturaja.co.id).

PEMANGGILAN RUPS TAHUNAN

Pemanggilan RUPS dilakukan melalui pengiriman surat panggilan kepada Pemegang Saham pada tanggal 07 Mei 2024, dan telah 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

the Company no later than 7 (seven) days before the date of the Meeting Invitation or the date May 6, 2024 accompanied by the reasons and materials for the proposed agenda of the Meeting, in accordance with the provisions of applicable laws and regulations.

3. The Meeting Invitation will be announced through eASY. KSEI, the Indonesia Stock Exchange website and the Company's website on May 7, 2024.
4. The Company will hold the Meeting electronically and physically. The Company urges shareholders who are entitled to attend the Meeting to be able to attend electronically or to provide proxy for their attendance and votes through the e-Proxy facility in eASY.KSEI provided by KSEI at the link https://akses.ksei.co.id/ or by downloading the Proxy form on the Company's website and providing proxy to the Share Registrar officer appointed by the Company as a mechanism for granting proxy in the process of holding the Meeting. The e-Proxy facility on eASY.KSEI is available for shareholders who are entitled to attend the Meeting from the date of the Meeting Invitation until 1 (one) working day before the Meeting is held, namely on May 28, 2024.
5. The announcement of this Meeting can be accessed on the KSEI website (www.ksei.co.id), the Indonesia Stock Exchange (www.idx.co.id), and the Company (www.semenbaturaja.co.id).

INVITATION TO ANNUAL GMS

The notice to the GMS was sent to Shareholders on May 7, 2024, and has been published on the Company's website in Indonesian and English along with an official invitation in accordance with the provisions of the Company's Articles of Association.

The GMS notice also contains an explanation of each agenda item in accordance with the Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020. The notice contains information that the proxy form to attend the meeting can be obtained with the following provisions:

1. For Shareholders who have the right to attend the GMS to authorize their presence and vote electronically via the e-Proxy facility in the KSEI Electronic General Meeting System (eASY.KSEI) at the link https://akses.ksei.co.id/ provided by KSEI as a mechanism for electronically

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 pada tanggal 28 April 2024

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 dan selanjutnya surat kuasa yang telah diisi dikirimkan melalui email ke: dm@datindo.com dan surat aslinya dikirim ke PT Datindo Entrycom yang beralamatkan di Jl. Hayam Wuruk No. 28, Jakarta 10120 selambat-lambatnya 1 (satu) hari kerja sebelum tanggal pelaksanaan Rapat yaitu tanggal 28 Mei 2023 pukul 15.00 WIB.

granting proxy in the process of holding the Meeting. The period of time that shareholders can convey their proxies and votes, make changes to the appointment of proxies and/or change voting choices, or revoke proxies, is from the date of the invitation to the Meeting until 1 (one) working day before the Meeting is held, namely April 28, 2024.

2. For Shareholders who would attend the Meeting outside the eASY.KSEI mechanism, Shareholders can download the proxy form on the Company's website www.semenbaturaja.co.id and then send the completed proxy via email to: dm@datindo .com and the original letter was sent to PT Datindo Entrycom whose address is Jl. Hayam Wuruk No. 28, Jakarta 10120 no later than 1 (one) working day before the date of the Meeting, namely May 28, 2023 at 15.00 WIB.

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, 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 untuk materi mata acara Rapat ketujuh, sesuai dengan Pasal 18 ayat (4) POJK No.15/POJK.04/2020 dan Anggaran Dasar Perusahaan Pasal 23 ayat 10.b dan e, akan tersedia paling lambat pada saat Rapat diselenggarakan.

The GMS notice contains:

1. Day, date, time and place of the Company's Annual GMS.
2. Agenda items in the Company's Annual GMS.
3. Explanations that must be submitted regarding the agenda of the Company's Annual GMS, such as the GMS agenda on the Company's routine agenda, the GMS agenda related to changes in regulations that require approval from the GMS and proposals from Series A Dwiwarna shareholders regarding changes to the management of the Company.
4. Notes/information related to the Company's Annual GMS such as: invitation to the Annual GMS, provisions on Shareholders who are entitled to attend the Annual GMS, Shareholders who are not present can provide proxy through the eASY.KSEI mechanism or be represented by their proxies at the meeting by bringing a Power of Attorney. can be downloaded on the Company's website and sent to PT Datindo Entrycom, shareholders in the form of Legal Entities are asked to bring a complete photocopy of their Articles of Association and the latest management composition, meeting agenda materials are available from the date of the GMS Invitation until the GMS is held except for agenda materials The seventh meeting, 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 and e, will be available no later than when the Meeting is held.

Penyelenggaraan RUPS Tahunan

Di tahun 2024, Perusahaan telah melaksanakan RUPS Tahunan tahun buku 2023 pada:

Hari/tanggal : Rabu/ 29 Mei 2024
Pukul : 14.00WIB
Lokasi : The Lounge Lt 18 The East Tower – Mega Kuningan 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 Perusahaan Terbuka Secara Elektronik.

Teknis penyelenggaraan RUPST tahun 2024, adalah sebagai berikut:

- 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.

Annual GMS Convention

In 2024, the Company held the 2023 Annual GMS on:

Day/date : Wednesday / May 29, 2024
Time : 14.00 WIB
Location : The Lounge, 18th Floor, The East Tower – Mega Kuningan, Jakarta

The process of the Annual General Meeting of Shareholders convention is carried out based on Financial Services Authority Regulation No. 15/POJK.04/2020 concerning Planning and Organizing General Meetings of Shareholders of Public Companies and Financial Services Authority Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meetings of Public Company.

The technical aspects of holding the 2024 AGM are as follows:

- The Annual GMS is chaired by the Commissioner who first reads the GMS rules and regulations before entering the meeting agenda.
- The chairman of the meeting provides the opportunity for Shareholders and/or their proxies to submit questions/ responses and/or proposals on each agenda item of the meeting.
- The chairman of the meeting or the director appointed by the chairman of the meeting answers or responds to questions/notes from shareholders present.
- After all questions have been answered and responded to, voting is then carried out and only shareholders and/or their legal proxies have the right to vote.

Tahapan Penyelenggaraan RUPS Tahunan / **Stages of Annual GMS Convention**

Rangkaian Kegiatan / *Activities*	Ketentuan / *Provisions*	Realisasi / *Realization*
Pengumuman RUPS tanggal 22 April 2024 / **GMS Announcement** on April 22, 2024	Pengumuman RUPS disampaikan paling lambat 14 hari sebelum tanggal pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan / The announcement of the GMS is submitted no later than 14 days before the date of the invitation to the GMS, without taking into account the date of the announcement and the date of the invitation.	Pengumuman RUPS telah disampaikan melalui Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web Perusahaan. / The GMS announcement was submitted via the Indonesian Stock Exchange, Financial Services Authority (OJK) and the Company's website.
Pemanggilan RUPS tanggal 07 Mei 2024 / **GMS Notice** on May 7, 2024	Pemanggilan RUPS disampaikan paling lambat 21 hari sebelum tanggal pelaksanaan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan / The invitation for the GMS is submitted no later than 21 days before the date of the GMS, without taking into account the date of the announcement and the date of the invitation.	Pengumuman RUPS telah disampaikan melalui Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web perusahaan. / The GMS announcement was submitted via the Indonesian Stock Exchange, Financial Services Authority (OJK) and the company website.

Rangkaian Kegiatan / *Activities*	Ketentuan / *Provisions*	Realisasi / *Realization*
Pelaksanaan RUPS tanggal 29 Mei 2024 / **GMS Convention** on May 29, 2024	Pelaksanaan dilaksanakan pada pukul 14.00 WIB di The Lounge Lt 18 The East Tower – Mega Kuningan Jakarta / The event was held at 14.00 WIB at The Lounge, 18th Floor, The East Tower - Mega Kuningan Jakarta	Jumlah Saham dengan Hak Suara 7.565.816.300 lembar saham atau 76,1720629% / Number of Shares with Voting Rights 7,565,816,300 shares or 76.1720629%
Penyampaian Ringkasan Risalah RUPS tanggal 31 Mei 2024 / **GMS Convention** on May 31, 2024	Ringkasan Risalah RUPS disampaikan paling lambat 2 hari setelah tanggal pelaksanaan RUPS / A summary of the GMS Minutes shall be submitted no later than 2 days after the date of the GMS	Penyampaian Ringkasan Risalah RUPS telah disampaikan melalui Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web perusahaan. / Submission of the Summary of GMS Minutes has been submitted via the Indonesian Stock Exchange, Financial Services Authority (OJK) and the company website.
Penyampaian Risalah/ Berita Acara RUPS tanggal 25 Juni 2024 / **Submission of Minutes of the GMS** on June 25, 2024	Risalah/berita acara RUPS disampaikan paling lambat 30 hari setelah tanggal pelaksanaan RUPS / The minutes/minutes of the GMS are submitted no later than 30 days after the date of the GMS	Penyampaian risalah/berita acara RUPS melalui surat kepada Otoritas Jasa Keuangan (OJK), Bursa Efek Indonesia dan situs web perusahaan. / Submission of GMS minutes/minutes by letter to the Financial Services Authority (OJK), the Indonesian Stock Exchange and the company website.

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.

RUPS Tahunan Tahun Buku 2023 telah dihadiri oleh para pemegang saham dan/atau kuasanya yang hadir dan/atau yang diwakili dalam Rapat, termasuk pemegang saham yang hadir secara elektronik (e-proxy) melalui sistem eASY.KSEI sejumlah 1 saham Seri A Dwiwarna dan 7.565.816.299 saham Seri B atau seluruhnya sejumlah 7.565.816.300 saham atau lebih kurang 76,1720629% dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perusahaan.

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 web Perusahaan sebelum pelaksanaan RUPS.

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;

Quorum Provisions

The attendance quorum and GMS decision quorum for agenda items that must be decided at the GMS refers to the provisions based on the Financial Services Authority Regulations and the Company's Articles of Association.

The Annual GMS Meeting for the 2023 Fiscal year was attended by shareholders and/or their proxies who were present and/or represented at the Meeting, including shareholders who were present electronically (e- proxy) through the eASY. KSEI system in the amount of 1 Series A Dwiwarna share and 7,565,816,299 Series B shares or a total of 7,565,816,300 shares or approximately 76.1720629% of the total of shares with valid voting rights issued by the Company.

Voting Mechanism

The vote calculation and voting procedures at the Annual GMS are explained in the GMS Rules of Procedure which are distributed to Shareholders and read by the Chair of the Meeting before the GMS begins. Information regarding the GMS Rules and Regulations is published on the Company's website before the GMS is held.

The decision-making mechanism of the GMS is 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. Pemungutan suara terhadap setiap mata acara Rapat dilakukan secara terbuka dengan prosedur 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*.

2. Voting on each agenda item during the meeting shall be conducted openly. The procedure involves inviting 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 proxy 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 Aulia Taufani, 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 Share Registrar, PT Datindo Entrycom, to calculate and/or validate the votes and Notary Aulia Taufani, S.H. to further validate and announce the results of the vote count.

Kehadiran RUPS Tahunan

RUPS tahun 2024 dihadiri oleh Dewan Komisaris dan Direksi, Lembaga & Profesi Penunjang Pasar Modal adalah sebagai berikut:

Kehadiran Dewan Komisaris

Tabel Kehadiran Dewan Komisaris tahun 2024

Attendance at the Annual GMS

The 2024 GMS was attended by the Board of Commissioners and Board of Directors, Capital Market Supporting Institutions & Professions as follows:

Board of Commissioners Attendance

Table of Board of Commissioners Attendance in 2024

Nama / *Name*	Jabatan / *Position*	Keanggotaan Pada Komite / *Committee Membership*	Kehadiran Dalam RUPST / *Attendance In The AGMS*
Alex Iskandar Munaf	Komisaris Utama/Independen / President/Independent Commissioner	Ketua Komite Nominasi dan Remunerasi, Anggota Komite Audit / Head of the Nomination and Remuneration Committee, Audit Committee Member	✓
Hadi Daryanto	Komisaris / Commissioner	Ketua Komite Manajemen Risiko, Anggota Komite Nominasi dan Remunerasi / Head of the Risk Management Committee, Member of the Nomination and Remuneration Committee	✓
Inosentius Samsul	Komisaris / Commissioner	Wakil Ketua Komite Nominasi dan Remunerasi , Anggota Komite Manajemen Risiko / Deputy Head of the Nomination and Remuneration Committee, Member of the Risk Management Committee	✓
Chowadja Sanova	Komisaris Independen / Independent Commissioner	Ketua Komite Audit, Anggota Komite Nominasi dan Remunerasi / Head of the Audit Committee, Member of the Nomination and Remuneration Committee	✓

Kehadiran Direksi

Tabel Kehadiran Direksi tahun 2024

Board of Directors Attendance

Table of Board of Directors Attendance in 2024

Nama / *Name*	Jabatan / *Position*	Kehadiran Dalam RUPST / *Attendance In The AGMS*
Suherman Yahya	Direktur Utama / President Director	✓
Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director (Financial and HC Function)	✓
Muhammad Syafitri	Direktur Operasi / Director of Operations	✓

Kehadiran Lembaga & Profesi Penunjang Pasar Modal

Capital Market Supporting Institutions & Professionals Attendance

Tabel Kehadiran Lembaga & Profesi Penunjang Pasar Modal tahun 2024

Table of Capital Market Supporting Institutions & Professionals Attendance in 2024

Biro Administrasi Efek / *Share Registrar*	Notaris / *Notary*	Kantor Akuntan Publik / *Public Accounting Firm*
PT Datindo Entrycom	Aulia Taufani, S.H	KAP Liana, Ramon, Xenia & Rekan (bagian dari jaringan Deloitte/ part of Deloitte network)

Agenda RUPS Tahunan

Agenda pembahasan RUPS Tahunan Perusahaan adalah sebagai berikut:

1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris. Tahun Buku 2023, termasuk Pengesahan Penyajian Kembali (*Restatement*) Laporan Keuangan Konsolidasian Tahun Buku 2022 serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023 sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et decharge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2023.
2. Penetapan penggunaan Laba Bersih Perseroan untuk Tahun Buku 2023.
3. Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2024, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2023.
4. Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024.
5. Pembahasan Studi Kelayakan tentang penambahan bidang usaha Perseroan atas Pasal 3 Ayat (2) Anggaran Dasar Perseroan dengan merujuk dan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.
6. Perubahan Anggaran Dasar Perseroan.
7. Perubahan Susunan Pengurus Perseroan.

Annual GMS Agenda

The agenda of the Company's Annual GMS is as follows:

1. Approval of the Annual Report and Ratification of the Company's Financial Statements, Approval of the Board of Commissioners' Supervisory Duties Report of the 2023 Fiscal Year, including the Ratification of the Restatement of the Consolidated Financial Statements for the 2022 Fiscal Year and the Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year as well as the granting of full release and discharge of responsibility (volledig acquit et decharge) to the Company's Board of Directors and Board of Commissioners for the management and supervision actions carried out during the 2023 Fiscal Year.
2. Determination of the use of the Company's Net Profit for the 2023 Fiscal Year
3. Determination of Salaries/Honorariums including Facilities and Allowances for the Company's Board of Directors and Board of Commissioners for Fiscal Year 2024, as well as Tantiem/Performance Incentives/ Special Incentives for the Company's Board of Directors and Board of Commissioners for the Performance of the 2023 Fiscal Year.
4. Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements for the 2024 Fiscal Year and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for Fiscal Year 2024.
5. Discussion Feasibility Study on the addition of the Company's business fields in accordance with Article 3 Paragraph (2) of the Company's Articles of Association by referring to and in accordance with Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.
6. Changes to the Company's Articles of Association
7. Changes to the Company's Management.

Hasil Keputusan RUPS Tahunan

Ringkasan risalah RUPS Tahunan Tahun Buku 2023 dipublikasikan pada situs web Perusahaan, yaitu www.semenbaturaja.co.id dalam dua bahasa dan disampaikan pada Otoritas Jasa Keuangan dan Lembaga Pasar Modal lainnya pada tanggal 31 Mei 2024 dalam Bahasa Indonesia dan Bahasa Inggris.

Annual GMS Resolutions

The summary of the minutes of the Annual GMS for the 2023 Fiscal Year is published on the Company's website, www.semenbaturaja.co.id in two languages and submitted to the Financial Services Authority and other Capital Market Institutions on May 31, 2024 in Indonesian and English.

Hasil keputusan RUPS tahun 2024 adalah sebagai berikut:

The 2024 GMS resolutions are as follows:

Tabel Hasil Keputusan RUPS tahun 2024

Table of 2024 GMS Resolutions

Mata Acara Rapat / *Meeting Agenda*	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2023, termasuk Pengesahan Penyajian Kembali (*Restatement*) Laporan Keuangan Konsolidasian Tahun Buku 2022 serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023 sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et decharge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2023. / Approval of the Annual Report and Ratification of the Company's Financial Statements, Approval of the Board of Commissioners' Supervisory Tasks Report for the 2023 Fiscal Year, including Ratification of the Restatement of the Consolidated Financial Statements for the 2022 Fiscal Year and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year as well as granting full release and discharge of responsibility (volledig acquit et decharge) to the Company's Board of Directors and Board of Commissioners for the management and supervision actions carried out during the 2023 Fiscal Year.
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	1 (satu) orang / 1 (one) person)
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.515.871.600 suara atau 99,3398637% • Tidak Setuju: 100 suara atau 0,0000013% • Abstain: 49.944.600 suara atau 0,6601350% • Agree: 7,515,871,600 votes or 99.3398637% • Disagree: 100 votes or 0.0000013% • Abstain: 49,944,600 votes or 0.6601350%
Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: 1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Imelda & Rekan (terafiliasi dengan Deloitte) sesuai dengan laporannya No. 00040/2.1265/ AU.1/04/1672-1/1/III/2024tanggal 7 Maret 2024 dengan opini "wajar, dalam semua hal yangmaterial, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia", termasuk penyajian kembali (restatement) Laporan Keuangan Konsolidasian Tahun Buku 2022, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam tahun buku yang berakhir pada tanggal 31 Desember 2023 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan/atau melanggar ketentuan peraturan perundang-undangan dan prosedur hukum yang berlaku, tercermin dalam buku-buku laporan Perseroan, dan tidak menimbulkan kerugian bagi Perseroan dan entitas anak; / Approved the Company's Annual Report including the Board of Commissioners' Supervisory Duties Report and ratifying the Company's Financial Statements for the 2023 Fiscal Year which has been audited by the Public Accounting Firm (KAP) Imelda & Rekan (affiliated with Deloitte) in accordance with its report No. 00040/2.1265/AU.1/04/1672-1/1/III/2024 dated March 7, 2024 with the opinion "fair, in all material respects, the Group's consolidated financial position as of December 31, 2023, and its consolidated financial performance and consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards", including a restatement of the Consolidated Financial Statements for the 2022 Fiscal Year, and granting full release and discharge (volledig acquit et de charge) to the Company's Board of Directors and Board of Commissioners for the management and supervision actions carried out in the Fiscal Year ended December 31, 2023, as long as the actions do not constitute criminal acts and/or violate the provisions of applicable laws and regulations and legal procedures, are reflected in the Company's books and reports, and do not cause losses to the Company and its subsidiaries;

	2. Direksi dan Dewan Komisaris diminta menyelesaikan dengan tuntas hal-hal yang menjadi penyebab penyajian kembali (restatement) Laporan Keuangan Konsolidasian Tahun Buku 2022 dan senantiasa konsisten menjalankan tugas dan fungsinya dengan cermat dan hati-hati untuk mengoptimalkan seluruh sumber daya yang dimiliki PT Semen Baturaja Tbk dalam rangka penyelesaian secara tuntas perbaikan dan peningkatan kinerja PT Semen Baturaja Tbk; / The Board of Directors and Board of Commissioners are requested to fully resolve the matters that caused the restatement of the Consolidated Financial Statements for the 2022 Fiscal Year and to consistently carry out their duties and functions carefully and prudently to optimize all resources owned by PT Semen Baturaja Tbk in order to fully resolve the improvement and enhancement of the performance of PT Semen Baturaja Tbk; Menyetujui Laporan Tahunan Program Tanggung Jawab Sosial dan Lingkungan dan mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik Imelda & Rekan (terafiliasi dengan Deloitte) sesuai laporannya No. 00053/2.1265/AU.2/11/1672-1/1/III/2024tanggal 13 Maret 2024 dengan opini "wajar dalam semua hal yang material, posisi keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Semen Baturaja Tbk tanggal 31 Desember 2023, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et decharge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Tanggung Jawab Sosial dan Lingkungan BUMN yang telah dilaksanakan pada tahun buku yang berakhir pada tanggal 31 Desember 2023, sepanjang tindakan tersebut bukan merupakan tindakan pidana dan/atau melanggar ketentuan peraturan perundang-undangan dan prosedur hukum yang berlaku, dan tercermin dalam buku-buku laporan Perseroan. / Approved the Annual Report of the Social and Environmental Responsibility Program and ratify the Financial Report of the Micro and Small Business Funding Program (PUMK) for the Fiscal Year ending on December 31, 2023 which has been audited by the Public Accounting Firm Imelda & Rekan (affiliated with Deloitte) according to its report No. 00053/2.1265/AU.2/11/1672-1/1/III/2024 dated March 13, 2024 with the opinion "fair in all material respects, the financial position of the Micro and Small Business Funding Program of PT Semen Baturaja Tbk as of December 31, 2023, and its financial performance and cash flow for the year ended on that date, in accordance with the Financial Accounting Standards for Entities Without Public Accountability in Indonesia", and provides full release and discharge of responsibility (volledig acquit et decharge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision of the BUMN Social and Environmental Responsibility Program that has been implemented in the Fiscal Year ended December 31, 2023, as long as the action does not constitute a criminal act and/or violate the provisions of applicable laws and regulations and legal procedures, and is reflected in the Company's report books.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat / *Meeting Agenda*	Penetapan penggunaan Laba Bersih Perseroan untuk Tahun Buku 2023 / Determination of the use of the Company's Net Profit for the 2023 Fiscal Year
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.515.871.600 suara atau 99,9999987% • Tidak Setuju: 100 suara atau 0,0000013% • Abstain: 49.944.600 suara atau 0,6601350% • Agree: 7,515,871,600 votes or 99.9999987% • Disagree: 100 votes or 0.0000013% • Abstain: 49,944,600 votes or 0.6601350%

Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: 1. RUPS menetapkan penggunaan laba bersih Perseroan tahunbuku2023 sebesar Rp121.572.504.670,- sebagai berikut: / The GMS determined the use of the Company's net profit for the 2023 fiscal year of Rp121,572,504,670 as follows: a. Sebesar 20% atau sejumlah Rp24.314.188.279,- (Dua Puluh Empat Miliar Tiga Ratus Empat Belas Juta Seratus Delapan Puluh Delapan Ribu Dua Ratus Tujuh Puluh Sembilan Rupiah) ditetapkan sebagai Dividen tunai; / 20% or an amount of Rp24,314,188,279 (Twenty Four Billion Three Hundred Fourteen Million One Hundred Eighty Eight Thousand Two Hundred Seventy Nine Rupiah) was determined as Cash Dividends; b. Sebesar 80% atau sejumlah Rp97.256.753.117,- (Sembilan Puluh Tujuh Miliar Dua Ratus Lima Puluh Enam Juta Tujuh Ratus Lima Puluh Tiga Ribu Seratus Tujuh Belas Rupiah) ditetapkan sebagai laba ditahan, dengan rincian penggunaannya sebagai berikut: / 80% or an amount of Rp97,256,753,117 (Ninety Seven Billion Two Hundred Fifty Six Million Seven Hundred Fifty Three Thousand One Hundred Seventeen Rupiah) was determined as retained earnings, with the details of its use as follows: i. Sebesar 9,6% atau sejumlah Rp 11.672.222.849,- (Sebelas Miliar Enam Ratus Tujuh Puluh Dua Juta Dua Ratus Dua Puluh Dua Ribu Delapan Ratus Empat Puluh Sembilan Rupiah) digunakan untuk koreksi saldo laba tahun buku 2022karenaadanya penyajian kembali (restatement) Laporan Keuangan tahun buku 2022; / 9.6% or Rp11,672,222,849 (Eleven Billion Six Hundred Seventy Two Million Two Hundred Twenty Two Thousand Eight Hundred Forty Nine Rupiah) is used for correction of retained earnings for the 2022 fiscal year due to the restatement of the Financial Statements for the 2022 fiscal year; ii. Sebesar 70,4% atau sejumlah Rp 85.584.530.268,- (Delapan Puluh Lima Miliar Lima Ratus Delapan Puluh Empat Juta Lima Ratus Tiga Puluh Ribu Dua Ratus Enam Puluh Delapan Rupiah) digunakan sebagai Cadangan lainnya. / 70.4% or Rp85,584,530,268,- (Eighty Five Billion Five Hundred Eighty Four Million Five Hundred Thirty Thousand Two Hundred Sixty Eight Rupiah) is used as other Reserves. 2. Memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham. / Granting authority and power to the Company's Board of Directors with substitution rights to further regulate the procedures and implementation of the distribution of cash dividends in accordance with applicable provisions, including rounding up for dividend payments per share.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat / *Meeting Agenda*	Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2024, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2023. / Determination of Salary/Honorarium along with Facilities and Allowances for the Company's Directors and Board of Commissioners for the 2024 Fiscal Year, as well as Tantiem/Performance Incentives/Special Incentives for the Company's Directors and Board of Commissioners for their Performance in the 2023 Fiscal Year.
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.515.871.600 suara atau 99,9999987% • Tidak Setuju: 100 suara atau 0,0000013% • Abstain: 49.944.600 suara atau 0,6601350% • Agree: 7,515,871,600 votes or 99.9999987% • Disagree: 100 votes or 0.0000013% • Abstain: 49,944,600 votes or 0.6601350%

Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: 1. Memberikan wewenang dan kuasa kepada PT Semen Indonesia (Persero) Tbk selaku Pemegang Saham Seri B Terbanyak Perseroan dengan terlebih dahulu berkonsultasi kepada Pemegang Saham Seri Adwiwarna guna menetapkan bagi Anggota Dewan Komisaris: / Granted authority and power to PT Semen Indonesia (Persero) Tbk as the Company's Most Series B Shareholder after first consulting with the Series Adwiwarna Shareholder to determine for the Members of the Board of Commissioners: a. Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja TahunBuku2023; dan / Tantiem/Performance Incentive/Special Incentive for the performance of the 2023 Fiscal Year; and b. Honorarium, tunjangan dan fasilitas untuk tahun buku 2024; / Honorarium, allowances and facilities for the 2024 fiscal year; 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Semen Indonesia (Persero) Tbk selaku Pemegang Saham Seri B Terbanyak Perseroan setelah berkonsultasi kepada Pemegang Saham Seri A Dwiwarna guna menetapkan bagi Anggota Direksi: / Granting authority and power to the Company's Board of Commissioners by first obtaining written approval from PT Semen Indonesia (Persero) Tbk as the Company's Most Series B Shareholder after consulting with the Series A Dwiwarna Shareholder to determine for the Members of the Board of Directors: a. Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja TahunBuku2023; dan / Tantiem/Performance Incentive/Special Incentive for the performance of the 2023 Fiscal Year; and b. Gaji, tunjangan dan fasilitas untuk tahun buku 2024. / Salary, allowances and facilities for the 2024 fiscal year.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat / *Meeting Agenda*	Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024. / Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements for the 2024 Fiscal Year and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year.
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.515.871.600 suara atau 99,3398637% • Tidak Setuju: 100 suara atau 0,0000013% • Abstain: 49.944.600 suara atau 0,6601350% • Agree: 7,515,871,600 votes or 99.3398637% • Disagree: 100 votes or 0.0000013% • Abstain: 49,944,600 votes or 0.6601350%
Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: 1. Menyetujui penunjukan Kantor Akuntan Publik Imelda & Rekan (terafiliasi dengan Deloitte) untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) periode Tahun Buku 2024; / Approved the appointment of Public Accounting Firm Imelda & Rekan (affiliated with Deloitte) to conduct an audit of the Company's Consolidated Financial Statements for the 2024 Fiscal Year and the Report on the Implementation of the Social and Environmental Responsibility Program, as well as the Financial Report of the Micro and Small 2. Melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan/penyesuaian ruang lingkup lainnya selain sebagaimana keputusan tersebut di atas, termasuk penetapan Akuntan Publik, dan persyaratan penunjukkan lainnya yang wajar bagi KAP tersebut; / Delegated authority to the Board of Commissioners to determine the amount of audit service fees, additions/ adjustments to other scopes other than as stated in the decision above, including the appointment of a Public Accountant, and other appointment requirements that are reasonable for the KAP; 3. Memberikan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri B terbanyak untuk menetapkan KAP pengganti dalam hal KAP Imelda & Rekan (terafiliasi dengan Deloitte) karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian Perseroan dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2024, termasuk menetapkan besaran imbalan jasa audit dan persyaratan lainnya bagi KAP Pengganti tersebut. / Granted authority to the Board of Commissioners by first obtaining written approval from the majority Series B Shareholder to determine a replacement KAP in the event that KAP Imelda & Rekan (affiliated with Deloitte) for any reason is unable to complete the audit of the Company's Consolidated Financial Statements and the Implementation Report on the Social and Environmental Responsibility Program, as well as the Financial Report of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year, including determining the amount of audit service fees and other requirements for the Replacement KAP.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat / *Meeting Agenda*	Pembahasan Studi Kelayakan tentang penambahan bidang usaha Perseroan atas Pasal 3 Ayat (2) Anggaran Dasar Perseroan dengan merujuk dan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha / Discussion of the Feasibility Study on the addition of the Company's business fields in accordance with Article 3 Paragraph (2) of the Company's Articles of Association with reference to and in accordance with Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat / *Number of Shareholders Raising Questions/Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.515.871.600 suara atau 99,3398637% • Agree: 7,515,871,600 votes or 99.3398637% • Tidak Setuju: 100 suara atau 0,0000013% • Disagree: 100 votes or 0.0000013% • Abstain: 49.944.600 suara atau 0,6601350% • Abstain: 49,944,600 votes or 0.6601350%
Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: Menyetujui usulan rencana perubahan bidang usaha Perseroan berupa penambahan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 77400(Sewa Guna Usaha Tanpa Hak Opsi Intelektual Properti, bukan Karya Hak Cipta) dengan memperhatikan peraturan perundang-undangan yang berlaku. / Approved the proposed plan to change the Company's business field in the form of adding the Indonesian Standard Business Classification (KBLI) 77400 (Lease without Intellectual Property Option Rights, not Copyrighted Works) by taking into account the applicable laws and regulations.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat / *Meeting Agenda*	Perubahan Anggaran Dasar Perseroan / Changes to the Company's Articles of Association
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat / *Number of Shareholders Raising Questions/Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: Setuju Tidak setuju Abstain7.515.871.600 suara atau 99,3398637% • Agree: 7,515,871,600 votes or 99.3398637% • Tidak Setuju: 100 suara atau 0,0000013% • Disagree: 100 votes or 0.0000013% • Abstain: 49.944.600 suara atau 0,6601350% • Abstain: 49,944,600 votes or 0.6601350%
Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: 1. Menyetujui perubahan Anggaran Dasar Perseroan; / Approved the changes to the Company's Articles of Association; 2. Menyetujui untuk menyusun kembali Anggaran Dasar sehubungan dengan perubahan tersebut; / Approved to re-draft the Articles of Association in connection with the changes; 3. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak subtitusi 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 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 Perseroan tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang; / Granted power and authority to the Company's Board of Directors with the right of substitution to take all necessary actions related to the decisions of the Meeting agenda, including preparing and restating the entire Articles of Association in a Notarial Deed and submitting it to the authorized agency to obtain approval and/or receipt of notification of changes to the Company's Articles of Association, to do everything deemed necessary and useful for such purposes with none being excluded, including to make additions and/or changes to the changes to the Company's Articles of Association if such is required by the authorized agency;

	4. Berkenaan dengan perubahan Anggaran Dasar tersebut, Direksi dan Dewan Komisaris diminta menjalankan tugas dan fungsinya dengan tuntas, cermat dan hati-hati untuk mengoptimalkan seluruh sumber daya yang dimiliki Perusahaan serta meningkatkan sinergi dan integrasi dalam rangka perbaikan dan peningkatan kinerja, kesehatan dan nilai Perusahaan. / In connection with the changes to the Articles of Association, the Board of Directors and Board of Commissioners are requested to carry out their duties and functions thoroughly, carefully and cautiously to optimize all resources owned by the Company and increase synergy and integration in order to improve and enhance the performance, health and value of the Company.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat / *Meeting Agenda*	Perubahan Susunan Pengurus Perseroan / Changes to the Company's Management Composition
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat / *Number of Shareholders Raising Questions/Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 0 • Agree: 0 • Tidak Setuju: 0 • Disagree: 0 • Abstain: 0 • Abstain: 0
Keputusan Rapat / *Meeting Resolutions*	Hasil Keputusan RUPS: / GMS Resolution Results: Oleh karena sampai dengan diselenggarakannya Rapat Perseroan tidak menerima usulan dari Pemegang Saham yang berhak terkait perubahan susunan anggota Dewan Komisaris dan/atau Direksi Perseroan, maka untuk mata acara ketujuh ini tidak ada pembahasan dan pengambilan keputusan. / Due to the fact that up to the time the Company Meeting was held, no proposals were received from the entitled Shareholders regarding changes to the composition of the members of the Company's Board of Commissioners and/or Board of Directors, there was no discussion or decision-making for this seventh agenda item.
Tindak Lanjut / *Follow-Up*	-

KEPUTUSAN RUPS TAHUN SEBELUMNYA (2023)

RUPS TAHUNAN (RUPST)

Di tahun 2023, Perusahaan melaksanakan RUPS Tahunan tahun buku 2022 yang diselenggarakan pada:

- Hari/tanggal : Senin, 8 Mei 2023
- Pukul : 14.35 – 16.51 WIB
- Lokasi : Hotel Sari Pacific Jakarta – Istana Ballroom Jalan M.H. Thamrin No 6, Jakarta 10340.

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 Perusahaan Terbuka Secara Elektronik.

GMS RESOLUTION ONE YEAR PRIOR (2023)

ANNUAL GMS (AGMS)

In 2023, the Company held an Annual GMS for the 2022 fiscal year on:

- Day/Date : Monday, May 8, 2023
- Time : 14.35 – 16.51 WIB
- Location : Sari Pacific Hotel Jakarta – Istana Ballroom Jalan MH Thamrin No 6, Jakarta 10340.

The process of the Annual General Meeting of Shareholders convention is carried out based on Financial Services Authority Regulation No. 15/POJK.04/2020 concerning Planning and Organizing General Meetings of Shareholders of Public Companies and Financial Services Authority Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meetings of Public Company.

Keputusan dan Realisasi RUPST	AGMS Resolutions and Realization
Mata Acara Rapat Pertama / *First Meeting Agenda*	Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2022 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2022 dan Pengesahan Laporan Keuangan Konsolidasian Tahun Buku 2022, serta Pengesahan Penyajian Kembali (*restatement*) Laporan Keuangan Konsolidasian Tahun Buku 2021 serta sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2022. / Approval of the Board of Directors' Annual Report regarding the condition and running of the Company during the 2022 Fiscal Year including the Report on the Implementation of the Board of Commissioners' Supervisory Duties throughout the 2022 Fiscal Year and Ratification of the Consolidated Financial Statement for the 2022 Fiscal Year, as well as Ratification of the restatement of the Consolidated Financial Statements for the 2021 Fiscal Year as well as granting settlement and complete release of responsibility (volledig acquit et de charge) to the Company's Board of Directors and Board of Commissioners for management and supervision actions that have been carried out during the 2022 Fiscal Year.
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Terdapat 2 (dua) pertanyaan dan 2 (dua) tanggapan / There were 2 (two) questions and 2 (two) responses
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.564.300 suara atau 99,9975% • Tidak Setuju: 0 suara atau 0% • Abstain: 201.500 suara atau 0,0025% • Agree: 7,992,564,300 votes or 99.9975% • Disagree: 0 votes or 0% • Abstain: 201,500 votes or 0.0025%
Keputusan Rapat / *Meeting Resolutions*	1. Menyetujui Laporan Tahunan Direksi Tahun Buku 2022 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2022 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) sesuai laporannya No. 00129/2.1030/AU.1/04/1514-3/1/II/2023 tanggal 7 Maret 2023 dengan opini "wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup 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" termasuk Penyajian Kembali (*restatement*) Laporan Keuangan Konsolidasian Perseroan untuk tahun yang berakhir pada tanggal 31 Desember 2021; / Approved the Annual Report of the Board of Directors for the 2022 Fiscal Year including the Board of Commissioners' Supervisory Duties Report and ratified the Company's Consolidated Financial Statements for the 2022 Fiscal Year which has been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (affiliated with RSM) according to report No: 00129/2.1030/AU.1/04/1514-3/1/II/2023 dated March 7, 2023 with an opinion of "fair, in all material respects, the consolidated financial position of the Group as of December 31, 2022, as well as its consolidated financial performance and cash flows for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia" including the restatement of the Company's Consolidated Financial Statements for the year ending on December 31, 2021; 2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2022 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan. / åMemberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2022 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan. / Provide full repayment and release of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for management and supervision actions that have been carried out in the Fiscal Year ending on December 31, 2022 as long as these actions do not constitute criminal acts and are reflected in Company report books.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Kedua / *Second Meeting Agenda*	Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022, sekaligus pemberian pelunasan dan pembebasan tanggung jawab (*acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Pendanaan Usaha Mikro Kecil yang telah dijalankan selama Tahun Buku 2022. / Ratification of the Annual Report including the Financial Statements of the Micro Small Business Funding Program for the 2022 Fiscal Year, as well as granting repayment and release of responsibility (acquit et de charge) to the Company's Board of Directors and Board of Commissioners for the management and supervision of the Micro Small Business Funding Program which has been implemented during the 2022 Fiscal Year.
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.564.300 suara atau 99,9975% • Tidak Setuju: 0 suara atau 0% • Abstain: 201.500 suara atau 0,0025% • Agree: 7,992,564,300 votes or 99.9975% • Disagree: 0 votes or 0% • Abstain: 201,500 votes or 0.0025%
Keputusan Rapat / *Meeting Resolutions*	Menyetujui Laporan Tahunan termasuk Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2022 dan mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) sesuai laporannya No. 00132/2.1030/AU.2/12/1514-3/0/III/2023 tanggal 6 Maret 2023 dengan opini "wajar dalam semua hal yang material, posisi keuangan unit Program Pendanaan Usaha Mikro dan Usaha Kecil PT Semen Baturaja Tbk tanggal 31 Desember 2022, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa akuntabilitas Publik", serta memberikan pelunasan dan pembebasan tanggung jawab (*acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Pendanaan Usaha Mikro dan Kecil (PUMK) Tahun Buku 2022, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam laporan tersebut. / / Approved the Annual Report including the Financial Statements for the Micro Small Business Funding Program for the 2022 Fiscal Year and ratified the Financial Report for the Micro Small Business Funding Program which has been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (affiliated with RSM) according to report No: 00132/ 2.1030/AU.2/12/1514-3/0/III/2023 dated March 6, 2023 with an opinion "fair in all material respects, financial position of the Micro and Small Business Funding Program unit of PT Semen Baturaja Tbk dated December 31, 2022, as well as its activities and cash flows for the year ending on that date, in accordance with the Financial Accounting Standards for Entities Without Public Accountability", as well as providing repayment and release of responsibility (acquit et de charge) to the Company's Directors and Board of Commissioners for their actions in managing and supervising the Funding Program Micro and Small Enterprises (PUMK) for the 2022 Fiscal Year, as long as the action does not constitute a criminal offense and is reflected in the report.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Ketiga / / *Third Meeting Agenda*	Penetapan penggunaan cadangan untuk menutup dampak dari koreksi atas Laporan Keuangan Tahun Buku 2021 yang disajikan kembali pada Tahun Buku 2022 dan penetapan penggunaan Laba Bersih Perseroan, termasuk pembagian Dividen untuk Tahun Buku 2022. / Determination of the use of reserves to cover the impact of corrections to the 2021 Financial Statements which will be restated in the 2022 Fiscal Year and determination of the use of the Company's Net Profit, including the distribution of Dividends for the 2022 Fiscal Year.
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.564.100 suara atau 99,9975% • Tidak Setuju: 0 suara atau 0% • Abstain: 201.700 suara atau 0,0025% • Agree: 7,992,564,100 votes or 99.9975% • Disagree: 0 votes or 0% • Abstain: 201,700 votes or 0.0025%

Keputusan Rapat / *Meeting Resolutions*	1. Menetapkan penggunaan cadangan untuk menutup dampak dari koreksi atas Laporan Keuangan Perseroan Tahun Buku 2021 yang disajikan kembali pada Tahun Buku 2022 senilai Rp282.221.825.311 (Dua Ratus Delapan Puluh Dua Miliar Dua Ratus Dua Puluh Satu Juta Delapan Ratus Dua Puluh Lima Ribu Tiga Ratus Sebelas Rupiah); 2. Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2022 sebesar Rp94.827.014.115 (Sembilan Puluh Empat Miliar Delapan Ratus Dua Puluh Tujuh Juta Empat Belas Ribu Seratus Lima Belas Rupiah) sebagai berikut: • Sebesar 20% atau sejumlah Rp18.965.402.823 (Delapan Belas Miliar Sembilan Ratus Enam Puluh Lima Juta Empat Ratus Dua Ribu Delapan Ratus Dua Puluh Tiga Rupiah) ditetapkan sebagai Dividen tunai; • Sebesar 80% atau sejumlah Rp75.861.611.292 (Tujuh Puluh Lima Miliar Delapan Ratus Enam Puluh Satu Juta Enam Ratus Sebelas Ribu Dua Ratus Sembilan Puluh Dua Rupiah) ditetapkan sebagai Cadangan lainnya; 3. Memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Keempat / *Fourth Meeting Agenda*	Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2022 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2023 / Determination of Tantiem for the Company's Board of Directors and Board of Commissioners for the 2022 Fiscal Year and the Income of the Directors and Board of Commissioners for the 2023 Fiscal Year
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.564.100 suara atau 99,9975% • Tidak Setuju: 0 suara atau 0% • Abstain: 201.700 suara atau 0,0025% • Agree: 7,992,564,100 votes or 99.9975% • Disagree: 0 votes or 0% • Abstain: 201,700 votes or 0.0025%
Keputusan Rapat / *Meeting Resolutions*	1. Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna melalui PT Semen Indonesia (Persero) Tbk selaku Kuasanya guna menetapkan besarnya tantiem untuk Tahun Buku 2022, serta menetapkan honorarium, tunjangan dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2023; dan / Approved to grant authority and proxy to Series A Dwiwarna Shareholders through PT Semen Indonesia (Persero) Tbk as their Proxy to determine the amount of the bonus for the 2022 Fiscal Year, as well as determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2023; and 2. Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Semen Indonesia (Persero) Tbk selaku Kuasa Pemegang Saham Seri A Dwiwarna guna menetapkan besarnya tantiem untuk Tahun Buku 2022, serta menetapkan gaji, tunjangan dan fasilitas bagi Direksi untuk tahun 2023. / Approved to grant authority and power to the Board of Commissioners by first obtaining written approval from PT Semen Indonesia (Persero) Tbk as the Proxy for Series A Dwiwarna Shareholders to determine the amount of the bonus for the 2022 Fiscal Year, as well as determining the salaries, allowances and facilities for the Board of Directors for in 2023.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Kelima / *Fifth Meeting Agenda*	Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2023 / Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Report for the 2023 Fiscal Year and the Financial Report of the Micro and Small Business Funding Program for the 2023 Fiscal Year
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.437.100 suara atau 99,9959% • Tidak Setuju: 127.000 suara atau 0,0016% • Abstain: 201.700 suara atau 0,0025% • Agree: 7,992,437,100 votes or 99.9959% • Disagree: 127,000 votes or 0.0016% • Abstain: 201,700 votes or 0.0025%

Keputusan Rapat / *Meeting Resolutions*	1. Menyetujui penunjukan Kantor Akuntan Publik Imelda & Rekan (terafiliasi dengan Deloitte) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 dan periode lainnya dalam Tahun Buku 2023, termasuk Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2023; / Approved the appointment of the Imelda & Rekan Public Accounting Firm (affiliated with Deloitte) to conduct a general audit of the Company's Consolidated Financial Report for the 2023 Fiscal Year and other periods in the 2023 Fiscal Year, including the Financial Report for the Micro and Small Business Funding Program for the 2023 Fiscal Year; 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; / Granted delegation of authority to the Company's Board of Commissioners to determine the amount of compensation for audit services, additional scope of work required and other reasonable requirements for the Public Accounting Firm; 3. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri B terbanyak untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Imelda & Rekan (terafiliasi dengan Delloitte) karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 dan periode lainnya dalam Tahun Buku 2023, termasuk Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2023. / Granted authority and power to the Board of Commissioners by first obtaining written approval from the largest Series B Shareholders to appoint a replacement Public Accounting Firm in the event that the Imelda & Rekan Public Accounting Firm (affiliated with Delloitte) for whatever reason is unable to complete the audit of the Financial Statements Consolidation of the Company for the 2023 Fiscal Year and other periods in the 2023 Fiscal Year, including Financial Reports and Implementation of the Micro and Small Business Funding Program for the 2023 Fiscal Year.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Keenam	Ratifikasi Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara; PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara beserta perubahannya di kemudian hari / Ratification of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises; PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises along with future amendments.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat / *Number of Shareholders Raising Questions/Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.564.100 suara atau 99,9975% / Agree: 7,992,564,100 votes or 99.9975% • Tidak Setuju: 0 suara atau 0% / Disagree: 0 votes or 0% • Abstain: 201.700 suara atau 0,0025% / Abstain: 201,700 votes or 0.0025%
Keputusan Rapat / *Meeting Resolutions*	Menyetujui meratifikasi/mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara; PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan PER- 3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara beserta perubahannya di kemudian hari / Approve to ratify/confirm the implementation of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises; PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises along with future amendments.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Ketujuh	Perubahan Susunan Pengurus SMBR / Changes in the Composition of the SMBR Management
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.972.624.800 suara atau 99,7480% • Tidak Setuju: 19.939.300 suara atau 0,2495% • Abstain: 201.700 suara atau 0,0025% • Agree: 7,972,624,800 votes or 99.7480% • Disagree: 19,939,300 votes or 0.2495% • Abstain: 201,700 votes or 0.0025%
Keputusan Rapat / *Meeting Resolutions*	1. Memberhentikan dengan hormat Saudara Tubagus Muhammad Dharury sebagai Direktur (Fungsi Keuangan & SDM) / Honorably dismissed Tubagus Muhammad Dharury as Director (Finance & HR Function) 2. Mengangkat Saudara Rahmat Hidayat sebagai Direktur (Fungsi Keuangan & SDM). / Appointed Rahmat Hidayat as Director (Finance & HR Function). 3. Selanjutnya susunan pengurus Perseroan menjadi sebagai berikut: / The composition of the Company's management is as follows: • Komisaris Utama / President Commissioner: Franciscus M. A Sibarani; • Komisaris / Commissioner: Hadi Daryanto; • Komisaris Independen / Independent Commissioner: Chowadja Sanova; • Direktur Utama / President Director: Daconi Khotob; • Direktur (Fungsi Operasi) / Director (Operation): Suherman Yahya; • Direktur (Fungsi Keuangan dan SDM) / Director (Finance and HC): Rahmat Hidayat.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

RUPS LUAR BIASA (RUPSLB)

Di tahun 2023, Perusahaan melaksanakan 2 (dua) kali RUPS Luar Biasa yang diselenggarakan dengan perincian sebagai berikut:

1. RUPS Luar Biasa pada hari Selasa, 24 Januari 2023 pukul 14.35 – 15.13 WIB, bertempat di Hotel Sari Pacific Jakarta – Istana Ballroom Jalan M.H. Thamrin No 6, Jakarta 10340.
2. RUPS Luar Biasa pada hari Rabu, 8 November 2023 pukul 15.08 – 17.06 WIB, bertempat di Hotel Sari Pacific Jakarta – Istana Ballroom Jalan M.H. Thamrin No 6, Jakarta 10340.

EXTRAORDINARY GMS (EGMS)

In 2023, the Company held 2 (two) Extraordinary GMS with the following details:

1. Extraordinary GMS on Tuesday, January 24, 2023 at 14.35 – 15.13 WIB, at the Sari Pacific Hotel Jakarta – Istana Ballroom Jalan MH Thamrin No 6, Jakarta 10340.
2. Extraordinary GMS on Wednesday, November 8, 2023 at 15.08 – 17.06 WIB, at the Sari Pacific Hotel Jakarta – Istana Ballroom Jalan MH Thamrin No 6, Jakarta 10340.

KEPUTUSAN DAN REALISASI RUPSLB

RUPS Luar Biasa 24 Januari 2023

EGMS RESOLUTIONS AND REALIZATION

Extraordinary GMS on January 24, 2023

Mata Acara Rapat Pertama / *First Meeting Agenda*	Perubahan Anggaran Dasar Perseroan / Changes to the Company's Articles of Association
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.992.799.000 suara atau 99,9978% • Tidak Setuju: 127.000 suara atau 0,0016% • Abstain: 51.800 suara atau 0,0006% • Agree: 7,992,799,000 votes or 99.9978% • Disagree: 127,000 votes or 0.0016% • Abstain: 51,800 votes or 0.0006%

Keputusan Rapat / *Meeting Resolutions*	1. Menyetujui perubahan Anggaran Dasar Perseroan; / Approved changes to the Company's Articles of Association; 2. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan sebagaimana dimaksud dalam butir 1 (satu) keputusan tersebut di atas; dan / Approved to re-arrange all provisions in the Articles of Association in connection with the changes as intended in point 1 (one) of the decision above; and 3. 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, melakukan segala sesuatu yang dianggap perlu untuk keperluan tersebut dengan tidak ada satupun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar jika hal tersebut dipersyaratkan oleh instansi yang berwenang. / Granted power and authority to the Board of Directors with the right of substitution to carry out all necessary actions related to decisions on the agenda of the Meeting, including drafting and restating the entire Articles of Association in a Notarial Deed and submitting it to the authorized agency to obtain approval and/or proof of acceptance notification of changes to the Articles of Association, doing everything deemed necessary for this purpose with nothing excluded, including making additions and/or amendments to changes to the Articles of Association if this is required by the authorized agency.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

Mata Acara Rapat Kedua / *Second Meeting Agenda*	Perubahan Susunan Pengurus Perseroan
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.972.851.900 suara atau 99,7482% • Tidak Setuju: 20.074.100 suara atau 0,2512% • Abstain: 51.800 suara atau 0,0006% • Agree: 7,972,851,900 votes or 99.7482% • Disagree: 20,074,100 votes or 0.2512% • Abstain: 51,800 votes or 0.0006%
Keputusan Rapat / *Meeting Resolutions*	1. Memberhentikan dengan hormat anggota Dewan Komisaris sebagai berikut: / Honorably dismissed the members of the Board of Commissioners as follows: a. Saudara Darusman Mawardi sebagai Komisaris Independen Perseroan; / Mr. Darusman Mawardi as Independent Commissioner of the Company; b. Saudara Oke Nurwan sebagai Komisaris Perseroan. / Mr. Oke Nurwan as Commissioner of the Company. 2. Mengangkat Saudara Hadi Daryanto sebagai Komisaris Perseroan. / Appointed Hadi Daryanto as Commissioner of the Company. 3. Memberhentikan dengan hormat anggota Direksi sebagai berikut: / Honorably dismissed the members of the Board of Directors as follows: a. Saudara Mukhamad Saifudin sebagai Direktur Pemasaran Perseroan; / Mr. Mukhamad Saifudin as Marketing Director of the Company; b. Saudara Gatot Mardiana sebagai Direktur Umum & SDM Perseroan. / Mr. Gatot Mardiana as General & HR Director of the Company. 4. Mengubah nomenklatur Direksi sebagai berikut: / Changed the nomenclature of the Board of Directors as follows: a. Direktur Produksi dan Pengembangan menjadi Direktur; / Director of Production and Development becomes Director; b. Direktur Keuangan & Manajemen Risiko menjadi Direktur. / Director of Finance & Risk Management becomes Director. Dengan demikian susunan pengurus Perseroan menjadi sebagai berikut: Therefore, the composition of the Company's management is as follows: 1. Saudara Franciscus M. A Sibarani sebagai Komisaris Utama; / Mr. Franciscus M. A Sibarani as President Commissioner; 2. Saudara Hadi Daryanto sebagai Komisaris; / Mr. Hadi Daryanto as Commissioner; 3. Saudara Chowadja Sanova sebagai Komisaris Independen; / Mr. Chowadja Sanova as Independent Commissioner; 4. Saudara Daconi Khotob sebagai Direktur Utama; / Mr. Daconi Khotob as President Director; 5. Saudara Suherman Yahya sebagai Direktur (Fungsi Operasi); / Suherman Yahya as Director (Operations Function); 6. Saudara Tubagus M. Dharury sebagai Direktur (Fungsi Keuangan dan SDM). / Mr. Tubagus M. Dharury as Director (Finance and HR Function).
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

RUPSLB 08 NOVEMBER 2023 — EGMS ON NOVEMBER 8, 2023

Mata Acara Rapat Pertama / *First Meeting Agenda*	Perubahan Susunan Pengurus Perseroan / Changes in the Composition of the Company's Management
Jumlah Pemegang Saham yang Bertanya/ Memberikan Pendapat / *Number of Shareholders Raising Questions/ Providing Opinion*	Tidak ada / None
Hasil Pemungutan Suara / *Voting Results*	• Setuju: 7.993.025.100 suara atau 99,9993732% • Tidak Setuju: 100 suara atau 0,0000013% • Abstain: 50.000 suara atau 0,0006255% • Agree: 7,993,025,100 votes or 99.9993732% • Disagree: 100 votes or 0.0000013% • Abstain: 50,000 votes or 0.0006255%
Keputusan Rapat / *Meeting Resolutions*	1. Mengukuhkan pemberhentian Saudara Franciscus MA Sibarani sebagai Komisaris Utama, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai pengurus Perseroan; / Confirmed the dismissal of Mr. Franciscus MA Sibarani as President Commissioner, with thanks for the contribution of energy and thoughts given while serving as management of the Company; 2. Mengangkat Saudara Alex Iskandar Munaf sebagai Komisaris Utama merangkap Komisaris Independen dengan masa jabatan sesuai dengan ketentuan Anggaran Dasar Perseroan, serta memperhatikan peraturan perundang-undangan di bidang pasar modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu; / Appointed Mr. Alex Iskandar Munaf as President Commissioner and Independent Commissioner with a term of office in accordance with the provisions of the Company's Articles of Association, as well as taking into account the laws and regulations in the capital market sector and without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time; 3. Mengangkat Saudara Inosentius Samsul sebagai Komisaris dengan masa jabatan sesuai dengan ketentuan Anggaran Dasar Perseroan, serta memperhatikan peraturan perundang-undangan di bidang pasar modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu; / Appointed Mr. Inosentius Samsul as Commissioner with a term of office in accordance with the provisions of the Company's Articles of Association, as well as taking into account the laws and regulations in the capital market sector and without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time; 4. Memberhentikan dengan hormat Saudara Daconi Khotob sebagai Direktur Utama, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai pengurus Perseroan; / Honorably dismissed Mr. Daconi Khotob as President Director, with thanks for the contribution of energy and thoughts he has provided while serving as management of the Company; 5. Mengalihkan penugasan Saudara Suherman Yahya yang diangkat berdasarkan keputusan RUPS Tahunan Tahun Buku 2021 dari semula sebagai Direktur Operasi menjadi Direktur Utama dengan masa jabatan meneruskan sisa masa jabatan sebagaimana keputusan RUPS dimaksud, serta memperhatikan peraturan perundang-undangan di bidang pasar modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu; / Transferred the assignment of Brother Suherman Yahya who was appointed based on the decision of the Annual GMS for the 2021 Fiscal Year from initially as Director of Operations to become President Director with the remaining term of office as stated in the GMS decision, as well as taking into account the laws and regulations in the capital market sector and without prejudice to the rights of General Meeting of Shareholders to dismiss at any time; 6. Mengangkat Saudara Muhammad Syafitri sebagai Direktur Operasi dengan masa jabatan sesuai dengan ketentuan Anggaran Dasar Perseroan, serta memperhatikan peraturan perundang-undangan di bidang pasar modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu; / Appointed Muhammad Syafitri as Director of Operations with a term of office in accordance with the provisions of the Company's Articles of Association, as well as taking into account the laws and regulations in the capital market sector and without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time;

	7. Dengan adanya pemberhentian dan pengangkatan pengurus Perseroan sebagaimana tersebut di atas, maka susunan keanggotaan Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: / With the dismissal and appointment of the Company's management as mentioned above, the membership composition of the Company's Directors and Board of Commissioners will be as follows: • Komisaris Utama merangkap Komisaris Independen / President Commissioner and Independent Commissioner: Alex Iskandar Munaf; • Komisaris / Commissioner: Hadi Daryanto; • Komisaris Independen / Independent Commissioner: Chowadja Sanova; • Komisaris / Commissioner: Inosentius Samsul; • Direktur Utama / President Director: Suherman Yahya; • Direktur Operasi / Director of Operations: Muhammad Syafitri; • Direktur (Fungsi Keuangan dan SDM) / Director (Division of Finance and HR): Rahmat Hidayat; 8. 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. / Granted proxy with the right of substitution to the Company's Board of Directors to state the resolutions of the meeting in the form of a Notarial Deed and appear before a Notary or authorized official, and make necessary adjustments or corrections if required by the authorized party for the purposes of implementing the contents of the meeting's decisions.
Tindak Lanjut / *Follow-Up*	Keputusan langsung berlaku / Resolution takes immediate effect

PENYELENGGARAAN RUPS PADA ENTITAS ANAK DAN AFILIASI

Hingga 31 Desember 2024, Perusahaan memiliki 1 (satu) Entitas Anak yakni PT Baturaja Multi Usaha (BMU). BMU telah melaksanakan Rapat Umum Pemegang Saham Tahunan (RUPST) sebanyak 1 (satu) kali dan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) sebanyak 1 (satu) kali.

Pada tanggal 11 Juni 2024 BMU melaksanakan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahunan Tahun Buku 2023 secara sirkuler yang disahkan melalui Akta Nomor: 52 yang dibuat dihadapan Notaris Halida Shary, S.H., dengan mata acara sebagai berikut:

1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris Tahun buku 2023, termasuk restatement Laporan Keuangan Tahun Buku 2022, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepnuhnya *(volledig adquit et de charge)* kepada Direksi dan Dewan Komisaris Perseroan atas tindakan Pengurusan dan Pengawasan yang telah dijalankan selama Tahun Buku 2023;
2. Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2023;
3. Penetapan Gaji/Honor berikut Fasilita dan Tunjangan Direksi dan Dewan Komisaris Perseroa Tahun Buku 2024, serta Tantiem/Insentif kerja/Insentif Khusus untuk Direksi dan Dewan Komisaris atas Kinerja Tahun Buku 2023;

IMPLEMENTATION OF GMS IN SUBSIDIARIES AND AFFILIATES

As of December 31, 2024, the Company has 1 (one) Subsidiary, namely PT Baturaja Multi Usaha (BMU). BMU held 1 (one) Annual General Meeting of Shareholders (AGMS) and 1 (one) Extraordinary General Meeting of Shareholders (EGMS).

On June 11, 2024, BMU held Annual General Meeting of Shareholders (AGMS) for the 2023 Fiscal Year in a circular manner which was ratified through Deed No: 52 made before Notary Halida Shary, S.H., with the following agenda:

1. Approval of the Annual Report and Ratification of the Financial Statements of the Company, Approval of the Board of Commissioners' Supervisory Tasks Report for the 2023 Fiscal Year, including the restatement of the 2022 Fiscal Year Financial Statements, as well as granting full release and discharge (volledig acquit et de charge) to the Company's Board of Directors and Board of Commissioners for the Management and Supervision actions that have been carried out during the 2023 Fiscal Year;
2. Determination of the Use of the Company's Net Profit for the 2023 Fiscal Year;
3. Determination of Salary/Honor including Facilities and Allowances for the Company's Board of Directors and Board of Commissioners for the 2024 Fiscal Year, as well as Tantiem/Work Incentives/Special Incentives for the Board of Directors and Board of Commissioners for Performance in the 2023 Fiscal Year;

4. Penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2024;
5. Perubahan Anggaran Dasar Perseroan;
6. Persetujuan Pengunduran Diri Direktur Utama Perseroan sekaligus Perubahan Susunan pengurus Perseroan.

Hasil Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST)

1. Para Pemegang saham Perseroan memutuskan :
   A. Menyetujui Laporan Tahunan dan Pengesahan LaporanKeuangan Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP)Imelda &Rekan (terafiliasi dengan Deloitte) sesuai dengan Laporannya nomor: 00156/2.1265/AU.1/04/1672-1/1/IV/2024 tanggal 5 April 2024 dengan opini "Laporan Keuangan terlampir secara wajar,dalam semua hal yang material, posisi keuangan PT Baturaja Multi Usaha tanggal 31 Desember 2023,serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut,sesuai dengan Standar Akuntansi Keuangan di Indonesia",termasuk Pengesahan Penyajian Kembali (Restatement) Laporan Keuangan Tahun Buku 2022,sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam tahun buku yang berakhir pada tanggal 31 Desember 2023,sepanjang tindakan tersebut bukan merupakan tindakan pidana dan/atau melanggar ketentuan peraturan perundang-undangan dan prosedur hukum yang berlaku, tercermin dalam buku-buku laporan Perseroan dantidak menimbulkan kerugian bagi Perseroan;
   B. Bahwa atas Laporan Tahunan dan pencapaian kinerja Perseroan Tahun Buku 2023 PT Semen Baturaja Tbk selaku Pemegang Saham Mayoritas memberikan tanggapan dan arahan sebagaimana dijelaskan secara rinci pada lampiran Keputusan Sirkuler ini serta merupakan bagian tidak terpisahkan, untuk ditindaklanjuti dan diselesaikan secara tuntas oleh Direksi dan Dewan Komisaris Perseroan dalam rangka peningkatan kinerja Perseroan.

4. Appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements for the 2024 Fiscal Year;
5. Amendments to the Company's Articles of Association;
6. Approval of the Resignation of the Company's President Director as well as Changes to the Company's Management Composition.

Results of the Annual General Meeting of Shareholders (AGM)

1. The Company's shareholders decided:
   A. To approve the Annual Report and Ratification of the Company's Financial Statements, Approval of the Board of Commissioners' Supervisory Task Report for the 2023 Fiscal Year which has been audited by the Public Accounting Firm (KAP) Imelda & Rekan (affiliated with Deloitte) in accordance with its Report No: 00156/2.1265/AU.1/04/1672-1/1/IV/2024 dated April 5, 2024 with the opinion "The attached Financial Statements is presented fairly, in all material respects, the financial position of PT Baturaja Multi Usaha as of December 31, 2023, as well as its financial performance and cash flow for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia", including Ratification of the Restatement of the Financial Statements for the 2022 Fiscal Year, as well as granting full release and discharge of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision actions that have been carried out in the fiscal year ending on December 31, 2023, as long as the actions are not criminal acts and/or violate the provisions of applicable laws and legal procedures, are reflected in the Company's report books and do not cause losses to the Company;

   B. That regarding the Annual Report and performance achievements of the Company for the 2023 Fiscal Year, PT Semen Baturaja Tbk as the Majority Shareholder provides responses and directions as explained in detail in the attachment to this Circular Resolution and is an integral part, to be followed up and resolved in full by the Board of Directors and Board of Commissioners of the Company in order to improve the Company's performance.

2. Bahwa Para Pemegang Saham Perseroan,memutuskan:
   Menetapkan Laba Bersih Perseroan Tahun Buku 2023 seluruhnya sebesar Rp.2.503.601.846 (dua miliar lima ratus tiga juta enam ratus satu ribu delapan ratus empat puluh enam Rupiah) sebagai laba ditahan untuk mengurangi akumulasi kerugian Perseroan.

3. Bahwa Para Pemegang Saham Perseroan,memutuskan:
   A. Memberikan wewenang dan kuasa kepada PT Semen Baturaja Tbk selaku Pemegang Saham mayoritas Perseroan untuk menetapkan bagi Dewan Komisaris:
      - Tantiem/Insentif Kerja/Insentif Khusus atas kinerja Tahun Buku 2023;dan
      - Honorarium,tunjangan dan fasilitas untuk Tahun Buku 2024.
   B. Wewenang dan kuasa kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Semen Baturaja Tbk selaku Pemegang Saham mayoritas untuk menetapkan bagi Direksi:
      - Tantiem/Insentif Kerja/Insentif Khusus atas kinerja Tahun Buku 2023;dan
      - Gaji,tunjangan dan fasilitas untuk Tahun Buku 2024.

4. Bahwa Para Pemegang Saham Perseroan,memutuskan:
   A. Menyetujui penunjukan Kantor Akuntan Publik Imelda &Rekan (terafiliasi dengan Deloitte)untuk melakukan audit atas Laporan Keuangan Perseroan Tahun Buku 2024;
   B. Melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit,penambahan/penyesuaian ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut;
   C. Memberikan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Semen Baturaja Tbk selaku Pemegang Saham mayoritas terbanyak untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Imelda & Rekan (terafiliasi dengan Deloitte) karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan untuk Tahun Buku 2024,termasuk menetapkan besaran imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik Pengganti tersebut.

2. That the Shareholders of the Company have decided:
   To determine the Company's Net Profit for the 2023 Fiscal Year in the total amount of Rp.2,503,601,846 (two billion five hundred three million six hundred one thousand eight hundred and forty six Rupiah) as retained earnings to reduce the Company's accumulated losses.

3. That the Shareholders of the Company have decided:
   A. To grant authority and power to PT Semen Baturaja Tbk as the majority Shareholder of the Company to determine for the Board of Commissioners:
      - Tantiem/Work Incentive/Special Incentive for the performance of the 2023 Fiscal Year; and
      - Honorarium, allowances and facilities for the 2024 Fiscal Year.
   B. Authority and power to the Board of Commissioners of the Company by first obtaining written approval from PT Semen Baturaja Tbk as the majority Shareholder to determine for the Board of Directors:
      - Tantiem/Work Incentive/Special Incentive for the performance of the 2023 Fiscal Year; and
      - Salary, allowances, and facilities for the 2024 Fiscal Year.

4. That the Shareholders of the Company have decided:
   A. To approve the appointment of Public Accounting Firm Imelda & Rekan (affiliated with Deloitte) to conduct an audit of the Company's Financial Statements for the 2024 Fiscal Year;
   B. To delegate authority to the Company's Board of Commissioners to determine the amount of audit service fees, additions/adjustments to the scope of work required and other reasonable requirements for the Public Accounting Firm;
   C. To grant power to the Board of Commissioners by first obtaining written approval from PT Semen Baturaja Tbk as the majority Shareholder to determine a replacement Public Accounting Firm in the event that Public Accounting Firm Imelda & Rekan (affiliated with Deloitte) for any reason is unable to complete the audit of the Financial Statements for the 2024 Fiscal Year, including determining the amount of audit service fees and other requirements for the Replacement Public Accounting Firm.

5. Bahwa Para Pemegang Saham Perseroan,memutuskan:
   Para Pemegang Saham menyetujui untuk melakukan perubahan ketentuan pada Anggaran Dasar Perseroan yaitu sebagai berikut:
   A. Merubah Pasal 1 ayat (1) tentang Nama dan Tempat Kedudukan menjadi sebagai berikut:
      (1) Perseroan Terbatas ini bernama:PT "BATURAJA MULTI USAHA" Berkedudukan dan berkantor pusat di Baturaja, Kabupaten Ogan Komering Ulu,Provinsi Sumatera Selatan.
   B. Merubah Pasal 13 ayat (2)Huruf bangka 2 tentang Tugas dan Wewenang Direksi menjadi sebagai berikut:

      (2) Menyiapkan pada waktunya Rencana Jangka Panjang Perseroan,Rencana Kerja dan Anggaran Tahunan Perseroan dan rencana kerja lainnya serta perubahannya yang disampaikan kepada Dewan Komisaris untuk mendapat persetujuan setelah berkonsultasi dengan Divisi/Unit Kerja terkait pada Pemegang Saham Mayoritas.
   C. Merubah Pasal 18 tentang Rencana Kerja,Tahun Buku dan Laporan Tahunan menjadi sebagai berikut:
      (1) Direksi menyampaikan rencana kerja yang juga memuat anggaran tahunan Perseroan kepada Dewan Komisaris untuk mendapat persetujuan dengan terlebih dahulu dikonsultasikan kepada Divisi/Unit Kerja terkait pada Pemegang Saham Mayoritas;
      (2) Rencana kerja sebagaimana dimaksud pada ayat 1 (satu)harus disampaikan kepada Dewan Komisaris paling lambat 30 (tiga puluh) hari sebelum dimulainya tahun buku yang akan datang;
      (3) Rencana Kerja sebagaimana dimaksud pada ayat 1(satu)disetujui oleh Dewan komisaris paling lambat 30(tiga puluh)hari setelah tahun buku berjalan(tahun anggaran Rencana Kerja dan anggaran tahunan Perseroan pada tahun buku bersangkutan);
      (4) Tahun buku Perseroan berjalan dari tanggal 1 (satu)Januari sampai dengan tanggal 31(tiga puluh satu)Desember.Pada akhir bulan Desember tiap tahun,buku Perseroan ditutup.Untuk pertama kalinya buku Perseroan dimulai pada tanggal dari akta pendirian ini dan ditutup pada tanggal 31(tiga puluh satu)Desember;

5. That the Company's Shareholders have decided:
   The Shareholders agree to make changes to the provisions of the Company's Articles of Association, namely as follows:
   A. Changing Article 1 paragraph (1) concerning Name and Domicile to be as follows:
      (1) This Limited Liability Company is named: PT "BATURAJA MULTI USAHA" Domiciled and headquartered in Baturaja, Kabupaten Ogan Komering Ulu, Provinsi Sumatera Selatan.
   B. Changing Article 13 paragraph (2) Number 2 concerning the Duties and Authorities of the Board of Directors to be as follows:
      (2) Preparing in due time the Company's Long-Term Plan, the Company's Annual Work Plan and Budget and other work plans and changes thereto which are submitted to the Board of Commissioners for approval after consulting with the relevant Division/Work Unit of the Majority Shareholder.

   C. Changing Article 18 regarding the Work Plan, Fiscal Year and Annual Report to be as follows:
      (1) The Board of Directors submits a work plan that also contains the Company's annual budget to the Board of Commissioners for approval by first consulting with the relevant Division/Work Unit of the Majority Shareholder;

      (2) The work plan as referred to in paragraph 1 (one) must be submitted to the Board of Commissioners no later than 30 (thirty) days before the start of the upcoming fiscal year;
      (3) The Work Plan as referred to in paragraph 1 (one) is approved by the Board of Commissioners no later than 30 (thirty) days after the current fiscal year (the fiscal year of the Work Plan and the Company's annual budget in the relevant fiscal year);

      (4) The Company's fiscal year runs from January 1 (first) to December 31 (thirty-first). At the end of December each year, the Company's books are closed. For the first time, the Company's books begin on the date of this deed of establishment and are closed on December 31 (thirty-first);

(5) Direksi menyusun laporan tahunan dan menyediakannya di kantor Perseroan untuk dapat diperiksa oleh para Pemegang Saham terhitung sejak tanggal panggilan RUPS tahunan.

6. Bahwa Para Pemegang Saham Perseroan,memutuskan:
   A. Menerima pengunduran diri Direktur Utama Perseroan Tuan Hendry Irawan Manuhutu serta memberhentikannya dengan hormat dari jabatannya dengan ucapan terima kasih atas pengabdian dan sumbangan pemikirannya selama menjabat sebagai Direktur Utama Perseroan;
   B. Menunjuk Tuan Ahmad Faisal Ramadhan sebagai Pelaksana Tugas Direktur Utama Perseroan;
   C. Pelaksana Tugas Direktur Utama Perseroan sebagaimana poin B memiliki tugas dan wewenang sebagaimana diatur dalam Anggaran Dasar Perseroan dan Peraturan Perundang-undangan yang berlaku;
   D. Masa jabatan Pelaksana Tugas Direktur Utama Perseroan berlaku sampai dengan terpilihnya Direktur Utama Perseroan definitif;
   E. Dengan berlakunya efektifnya Keputusan Sirkuler Pemegang Saham ini,maka susunan Pengurus Perseroan menjadi sebagai berikut:
      1. Dewan Komisaris
         Tuan Joni Gunawan sebagai Komisaris Utama;
         Tuan Fernando Sidabutar sebagai Anggota Komisaris;
         Tuan Syarlin Joyo sebagai Anggota Komisaris selaku Komisaris Independen.
      2. Direksi
         Tuan Ahmad Faisal Ramadhan sebagai Direktur Keuangan & SDM merangkap Pelaksana Tugas Direktur Utama;

7. Keputusan Sirkuler Pemegang Saham ini wajib untuk segera dilaksanakan oleh Perseroan;

8. Keputusan Sirkuler Pemegang Saham ini mempunyai kekuatan hukum yang sama dengan keputusan RUPS dengan mengacu kepada Pasal 11 ayat 11 Anggaran Dasar Perseroan Jo.Pasal 91 Undang -Undang Republik Indonesia Nomor: 40 tahun 2007 tentang Perseroan Terbatas beserta penjelasannya;

(5) The Board of Directors prepares an annual report and makes it available at the Company's office for inspection by Shareholders as of the date of the notice of the annual GMS.

6. That the Shareholders of the Company have decided:
   A. To accept the resignation of the Company's President Director, Mr. Hendry Irawan Manuhutu and to honorably dismiss him from his position with gratitude for his dedication and contribution of ideas during his tenure as the Company's President Director;
   B. To appoint Mr. Ahmad Faisal Ramadhan as Acting President Director of the Company;
   C. The Acting President Director of the Company as referred to in point B shall have the duties and authorities as stipulated in the Company's Articles of Association and applicable laws and regulations;
   D. The term of office of the Acting President Director of the Company shall be valid until the election of the definitive President Director of the Company;
   E. With the effective implementation of this Circular Resolution of Shareholders, the composition of the Company's Management is as follows:
      1. Board of Commissioners
         Mr. Joni Gunawan as President Commissioner;
         Mr. Fernando Sidabutar as Member of the Commissioner;
         Mr. Syarlin Joyo as Independent Commissioner.
      2. Board of Directors
         Mr. Ahmad Faisal Ramadhan as Director of Finance & HR concurrently acting as Acting President Director;

7. This Circular Resolution of Shareholders must be immediately implemented by the Company;

8. This Circular Resolution of Shareholders has the same legal force as the resolution of the GMS with reference to Article 11 paragraph 11 of the Company's Articles of Association in conjunction with Article 91 of the Republic of Indonesia Law No: 40 of 2007 concerning Limited Liability Companies and its explanation;

9. Keputusan Sirkuler ini memberikan kuasa dengan hak subtitusi dari Para Pemegang Saham kepada Pelaksana Tugas Direktur Utama Perseroan untuk menghadap Notaris guna menyatakan isi rapat ini ke dalam suatu akta serta melakukan segala tindakan yang dianggap baik dan diperlukan sehubungan dengan pelaksanaan Keputusan ini;

10. Keputusan Sirkuler Pemegang Saham ini dibuat dan ditandatangani Para Pemegang Saham dengan dibubuhi meterai secukupnya

9. This Circular Resolution grants power with the right of substitution from the Shareholders to the Acting President Director of the Company to appear before a Notary to state the contents of this meeting in a deed and to take all actions deemed good and necessary in connection with the implementation of this Resolution;

10. This Circular Resolution of Shareholders is made and signed by the Shareholders with sufficient stamps

Pada tanggal 16 Desember 2024 BMU melaksanakan Rapat Umum Pemegang Saham Luar Biasa (RUPLB) secara sirkuler yang disahkan melalui Akta Nomor: 59 yang dibuat dihadapan Notaris Fretty Ayu Miranda, S.H., M.Kn., dengan mata acara sebagai berikut:

1. Perubahan Sususnan Pengurus Perseroan

On December 16, 2024, BMU held an Extraordinary General Meeting of Shareholders (RUPLB) in a circular manner which was ratified through Deed No: 59 made before Notary Fretty Ayu Miranda, S.H., M.Kn., with the following agenda:

1. Changes to the Composition of the Company's Management

Hasil Rapat Umum Pemegang Saham (RUPSLB)

1. Memberhentikan dengan hormat dari jabatannya nama sebagai berikut:
   Tuan Fernando Sidabutar (tercatat pada Kartu Tanda Penduduk sebagai Tuan Fernando) selaku Anggota Komisaris Dengan ucapan terima kasih atas pengabdian dan sumbangan pemikirannya selama menjabat sebagai Anggota Komisaris
2. Mengangkat nama sebagai berikut:
   Tuan Luthvie Arifin sebagai Anggota Komisaris sekaligus Komisaris Independen dengan masa jabatan selama 5 (lima) tahun terhitung sejak ditandatanganinya Keputusan Sirkuler Pemegang Saham ini dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu
3. Dengan berlaku efektifnya Keputusan Sirkuler Pemegang Saham ini, maka susunan Pengurus Perseroan menjadi sebagi berikut:
   a. Dewan Komisaris
      Tuan Joni Gunawan sebagai Komisaris Utama;
      Tuan Luthvie Arifin sebagai Anggota Komisaris sekaligus Komisaris Independen
      Tuan Syarlin Joyo sebagai Anggota Komisaris sekaligus Komisaris Independen
   b. Direksi
      Tuan Ahmad Faisal Ramadhan sebagai Pelaksana Tugas Direktur Utama merangkap Direktur Keuangan & SDM

Results of the General Meeting of Shareholders (RUPSLB)

1. Honorably dismissing the following name:

   Mr. Fernando Sidabutar (registered on the Identity Card as Mr. Fernando) as a Commissioner Member With gratitude for his dedication and contribution of ideas while serving as a Commissioner Member

2. Appointing the following name:
   Mr. Luthvie Arifin as a Commissioner Member and Independent Commissioner with a term of office of 5 (five) years starting from the signing of this Circular Resolution of Shareholders and can be reappointed for 1 (one) term of office without reducing the right of the GMS to dismiss him at any time
3. With the effective date of this Circular Resolution of Shareholders, the composition of the Company's Management is as follows:
   a. Board of Commissioners
      Mr. Joni Gunawan as President Commissioner;
      Mr. Luthvie Arifin as Member of the Board of Commissioners and Independent Commissioner
      Mr. Syarlin Joyo as Member of the Board of Commissioners and Independent Commissioner
   b. Board of Directors
      Mr. Ahmad Faisal Ramadhan as Acting President Director concurrently Director of Finance & HR

4. Keputusan Sirkuler Pemegang Saham ini wajib untuk segera dilaksanakan oleh Perseroan;
5. Keputusan Sirkuler Pemegang Saham ini mempunyai kekuatan hukum yang sama dengan keputusan RUPS dengan mengacu kepada Pasal 11 ayat 11 Anggaran Dasar Perseroan dan Pasal 91 Undang-Undang Republik Indonesia nomor: 40 tahun 2007 tentang Perseroan Terbatas beserta penjelasannya;
6. Keputusan Sirkuler ini memberikan memberikan kuasa dengan hak subtitusi dari Para Pemegang Saham kepada Direksi Perseroan untuk menghadap Notaris guna menyatakan isi rapat ini ke dalam suatu akta serta melakukan segala tindakan yang dianggap baik dan diperlukan sehubungan dengan pelaksanaan Keputusan ini;
7. Keputusan Sirkuler Pemegang Saham ini dibuat dan ditandatangani Para Pemegang Saham dan dibubuhi materi secukupnya.

4. This Circular Resolution of Shareholders must be immediately implemented by the Company;
5. This Circular Resolution of Shareholders has the same legal force as the resolution of the GMS with reference to Article 11 paragraph 11 of the Company's Articles of Association and Article 91 of the Law of the Republic of Indonesia No: 40 of 2007 on Limited Liability Companies and its explanation;
6. This Circular Resolution grants power with the right of substitution from the Shareholders to the Company's Board of Directors to appear before a Notary to state the contents of this meeting in a deed and to take all actions deemed good and necessary in connection with the implementation of this Resolution;
7. This Circular Resolution of Shareholders is made and signed by the Shareholders and is supplemented with sufficient material.

DEWAN KOMISARIS

Dewan Komisaris merupakan organ utama Perusahaan yang bertugas dalam menjalankan fungsi 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 Perseroan (RKAP) 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.

STRUKTUR DEWAN KOMISARIS

Di tahun 2024, 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.

BOARD OF COMMISSIONERS

The Board of Commissioners is the main organ of the Company in charge of carrying out general and/or specific supervisory functions in accordance with the Articles of Association as well as providing advice to the Board of Directors. The supervision and advice of the Board focuses on the management of the Company by the Board of Directors covering supervision of the implementation of the Company's Long Term Plan (RJPP), the Company's Annual Work Plan and Budget (RKAP) as well as the provisions of the Articles of Association and GMS resolutions, as well as statutory regulations and regulations applicable in the capital market sector in Indonesia. This intends to fulfill the interests of the Company and in accordance with the aims and objectives of the Company as well as perform specific Board duties according to the Articles of Association, legislation and/or resolutions of the General Meeting of Shareholders.

BOARD OF COMMISSIONERS STRUCTURE

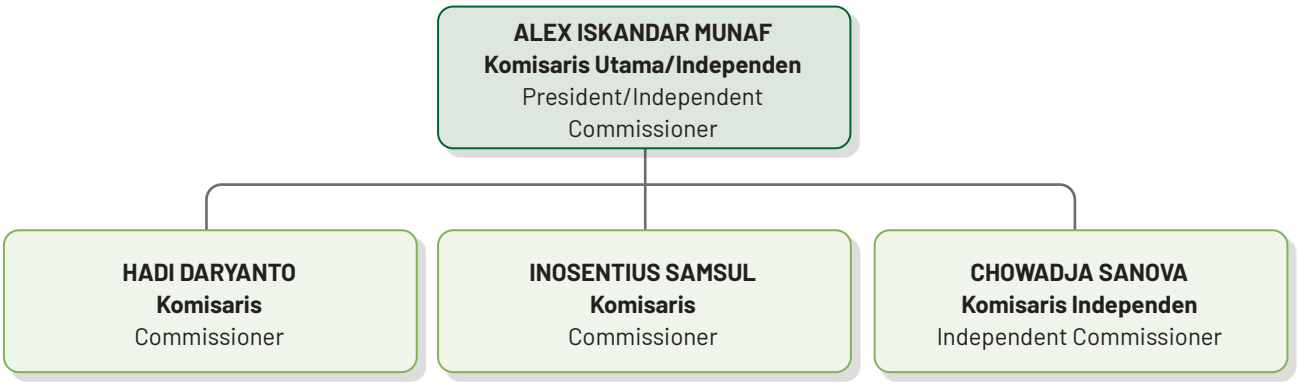
In 2024, the Company's Board of Commissioners consists of 4 (four) members, of which 2 (two) were Independent Commissioners, adhering to the Board of Commissioners membership requirements specified in OJK Regulation No. 33/POJK.04/2014 on number of members of the Company's Board of Commissioners composition and its membership composition, which requires at least 30% of the Board to be Independent Commissioners.

Informasi struktur Dewan Komisaris per 31 Desember 2024, adalah sebagai berikut:

Struktur Dewan Komisaris tahun 2024

Information on the Board of Commissioners structure as of December 31, 2024, is as follows:

Board of Commissioners Structure in 2024



KOMPOSISI DEWAN KOMISARIS

Hingga 31 Desember 2024, tidak terdapat perubahan komposisi Dewan Komisaris. Informasi komposisi Dewan Komisaris adalah sebagai berikut:

Komposisi Dewan Komisaris tahun 2024

BOARD OF COMMISSIONERS COMPOSITION

Until December 31, 2024, there were no changes in the Board of Commissioners composition, resulting in the latest composition, as follows:

Board of Commissioners Composition in 2024

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Alex Iskandar Munaf	Komisaris Utama/ Independen / President/ Independent Commissioner	Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / EGMS resolution dated November 8, 2023 stated in Notarial Deed of Aulia Taufani S.H., No. 21 November 8, 2023.	08 November 2023 - RUPS 2028 Periode Ke-1 (Satu) / November 8, 2023 - 2028 GMS 1st Term
Chowadja Sanova	Komisaris Independen / Independent Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 24 tanggal 27 Mei 2021 / Annual GMS Resolution dated May 27, 2021as stated in Notarial Deed Fathiah Helmi, No. 24 dated May 27, 2021	27 Mei 2021 - RUPS 2026 / May 27, 2021 - 2026 GMS Periode Ke-1 (Satu) / May 27, 2021 - 2026 GMS 1st Term
Hadi Daryanto	Komisaris / Commissioner	Keputusan RUPSLB tanggal 24 Januari 2023 yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 45 tanggal 01 Februari 2023 / EGMS resolution dated January 24 2023 stated in Notarial Deed Fathiah Helmi, No. 45 dated 01 February 2023	24 Januari 2023 - RUPS 2028 Periode Ke-1 (Satu) / January 24, 2023 - 2028 GMS 1st Term
Inosentius Samsul	Komisaris / Commissioner	Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / EGMS resolution dated November 8, 2023 stated in Notarial Deed of Aulia Taufani S.H., No. 21 November 8, 2023.	08 November 2023 - RUPS 2028 Periode Ke-1 (Satu) / November 8. 2023 - 2028 GMS 1st Term)

Profil masing-masing Dewan Komisaris yang menjabat per 31 Desember 2024 dan sampai dengan Laporan Tahunan ini ditandatangani, telah disajikan pada Bab "Profil Perusahaan" dalam Laporan Tahunan ini.

The profile of each Board of Commissioners serving as of December 31, 2024 and up to the signing of this Annual Report, has been presented in the "Company Profile" Chapter in this Annual Report.

MASA JABATAN

Masa jabatan anggota Dewan Komisaris diatur dalam Anggaran Dasar, yakni Anggota Dewan Komisaris diangkat dan berakhir masa jabatannya pada penutupan RUPS Tahunan yang kelima setelah tanggal pengangkatannya dengan syarat

TERM OF OFFICE

The term of office of the Board of Commissioners is regulated in the Articles of Association, stating that the Board of Commissioners members are appointed with their term of office up to the end of the fifth Annual GMS after the date of

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 waktu dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir.

TANGGUNG JAWAB, WEWENANG DAN KEWAJIBAN

Tanggung Jawab Dewan Komisaris

Dewan Komisaris memiliki tanggung jawab sebagai berikut:

1. Setiap anggota Dewan Komisaris bertanggung jawab secara tanggung renteng atas kerugian Perusahaan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.
2. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian Perusahaan, apabila dapat membuktikan:
   a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
   b. Telah melakukan pengawasan dengan itikad baik, penuh tanggung jawab dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan;
   c. Tidak mempunyai benturan kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengawasan yang mengakibatkan kerugian; dan
   d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

WEWENANG DEWAN KOMISARIS

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris memiliki wewenang sebagai berikut:

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;

their appointment, on the condition that it may not exceed a term of 5 (five) years, taking into account the laws and regulations in the Capital Market sector without reducing the right of the GMS to dismiss the Board members at any time before their term ends.

RESPONSIBILITIES, AUTHORITIES AND OBLIGATIONS

Board of Commissioners Responsibilities

The Board of Commissioners has the following responsibilities:

1. 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.
2. However, Board of Commissioners members cannot be held accountable for such losses if they can demonstrate that:
   a. The loss was not caused by their fault or negligence;
   b. They exercised reasonable and prudent oversight in the best interests of the Company, in accordance with its purpose and objectives;
   c. They did not have any personal interest, direct or indirect, in the management of the Board of Directors that led to the losses; and
   d. They provided guidance to the Board of Directors to prevent the loss from occurring or continuing.

BOARD OF COMMISSIONERS AUTHORITIES

In carrying out its duties and responsibilities, the Board of Commissioners has the following authorities:

1. Examine the Company's books, correspondence, and other documents, cash and other securities, and scrutinizing its assets;
2. Enter the premises, buildings, and offices used by the Company;
3. Request information and explanations from the Board of Directors and other officials on all matters related to the Company's management;
4. Be informed of all policies and actions taken or to be taken by the Board of Directors;
5. Summon the Board of Directors and other officers under its purview to attend Board of Commissioners' meetings;
6. Appoint and dismiss the Secretary of the Board of Commissioners;
7. Suspend Board of Directors members in accordance with the provisions of the Articles of Association;

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;
11. Menyetujui pengangkatan dan pemberhentian Sekretaris Perusahaan 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, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham.

8. Establish committees, such as the Audit Committee, Remuneration and Nomination Committee, and Risk Monitoring Committee, if deemed necessary;
9. Engage with experts for specific matters and for a limited period, at the expense of the Company, if necessary;
10. Take management actions for a certain period of time, in accordance with the provisions of the Articles of Association;
11. Approve the appointment and dismissal of the Corporate Secretary and/or Head of Internal Audit Unit;
12. Attend Board of Directors meetings and express views on matters under discussion;
13. Perform 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.

KEWAJIBAN DEWAN KOMISARIS

Dewan Komisaris memiliki kewajiban sebagai berikut:

1. Melakukan pengawasan terhadap Direksi untuk mencapai kinerja sebagaimana tercantum dalam kontrak manajemen berikut segala perubahan yang ditetapkan oleh Dewan Komisaris setelah mendapatkan persetujuan Pemegang Saham Seri B Terbanyak dengan tetap memperhatikan ketentuan di bidang pasar modal;
2. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan;
3. Memberikan pendapat dan persetujuan RKAP serta rencana kerja lainnya yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar. Rancangan RKAP disetujui oleh Dewan Komisaris setelah mendapatkan persetujuan dari Pemegang Saham Seri B Terbanyak 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;
4. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan;
5. Melaporkan kepada Pemegang Saham Seri A Dwiwarna dan/atau Pemegang Saham Seri B Terbanyak apabila terjadi gejala menurunnya kinerja Perusahaan;
6. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku Perusahaan;

BOARD OF COMMISSIONERS OBLIGATIONS

The Board of Commissioners has the following obligations:

1. Supervise the Board of Directors to achieve performance as stated in the management contract along with any changes determined by the Board of Commissioners after obtaining approval from the majority of Series B Shareholders while still paying attention to provisions in the capital market sector;
2. Advise the Board of Directors on managing the Company;
3. 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;
4. Monitor the Company's activities and provide feedback to the General Meeting of Shareholders (GMS) on any significant issues concerning the Company's management;
5. Notify the shareholders of Series A Dwiwarna Shares if there are indications of a decline in the Company's performance;
6. Propose to the GMS the appointment of an independent Public Accountant to audit the Company's financial statements;

7. Meneliti dan menelaah laporan berkala dan Laporan Tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan;
8. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta;
9. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya;
10. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan tersebut dan perusahaan lain;
11. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS;
12. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Pemegang Saham Seri A Dwiwarna dan/atau Pemegang Saham Seri B Terbanyak dengan memperhatikan peraturan perundang-undangan khususnya yang berlaku di bidang Pasar Modal;
13. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS;
14. Menyampaikan laporan triwulanan mengenai kinerja termasuk realisasi indikator kinerja utama kepada Pemegang Saham Seri A Dwiwarna dan/atau Pemegang Saham Seri B Terbanyak;
15. Menyusun pedoman dan tata tertib kerja Dewan Komisaris (Piagam Dewan Komisaris);
16. Dewan Komisaris wajib menyusun program kerja Dewan Komisaris yang menjadi bagian yang tidak terpisahkan dari RKAP yang disusun oleh Direksi;
17. 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;
18. Memantau dan memastikan bahwa GCG telah diterapkan secara efektif dan berkelanjutan.
19. 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.

7. Review and analyze the periodic and annual reports prepared by the Board of Directors and sign the annual report;
8. Provide explanations, opinions, and suggestions to the GMS on the annual report when requested;
9. Prepare the minutes of the Board of Commissioners' meetings and keep copies;
10. Disclose to the Company any share ownership by themselves or their family members in the Company or other companies;
11. Report on the supervisory activities carried out during the previous financial year to the GMS;
12. Respond to questions or requests from the shareholders of Series A Dwiwarna Shares in compliance with applicable laws and regulations in the Capital Market;
13. Fulfill other supervisory and advisory obligations that do not conflict with the Articles of Association, resolutions of the GMS, and applicable laws and regulations;
14. Submit quarterly reports on the Company's performance, including the realization of key performance indicators, to the shareholders of Series A Dwiwarna Shares;
15. Develop the Board Manual and the Board of Commissioners' procedures (Charter of the Board of Commissioners);
16. Prepare a work program for the Board of Commissioners that is an integral part of the RKAP prepared by the Board of Directors;
17. 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;
18. Monitor and ensure the effective and sustainable implementation of good corporate governance practices;
19. 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.

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 pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.

To effectively carry out their duties, each member of the Board of Commissioners must:

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 and a sense of responsibility in the best interest of the Company and aligned with its objectives.

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 mana pun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perusahaan.
3. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak mana pun 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 sebagai:
   a. Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai Anggota Direksi pada BUMN, Badan Usaha Milik Daerah (BUMD), Badan Usaha Milik Swasta kecuali anggota Direksi pada Badan Usaha Milik Negara sebagai Pemegang Saham Seri B Terbanyak Perseroan;
   b. Pengurus Partai Politik dan/atau calon/anggota DPR, DPD, DPRD Tingkat I dan DPRD Tingkat II dan/atau Calon Kepala Daerah/Wakil Kepala Daerah;
   c. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan; dan/atau;
   d. Jabatan yang dapat menimbulkan benturan kepentingan dengan BUMN yang bersangkutan.

The Board of Commissioners is strictly prohibited from engaging in the following actions:

1. Board of Commissioners Members must not engage in any form of corruption, collusion, nepotism, or gratuity.
2. Board of Commissioners Members must not accept, give, or request anything from any party related to their position that contradicts Company policy.
3. Board of Commissioners Members must not engage in fraudulent activities, whether individually or with any party, that are illegal and/or harmful to the Company.
4. Board of Commissioners Members 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. Board of Commissioners Members are prohibited from holding:
   a. Board of Commissioners Members are prohibited from holding concurrent positions as Board of Directors members in BUMN, Regional-Owned Enterprises (BUMD), except for Board of Directors members in State-Owned Enterprises as the Company's Most Series B Shareholders;
   b. Political Party Administrators and/or candidates/ members of the DPR, DPD, DPRD Level I and DPRD Level II and/or Candidates for Regional Heads/Deputy Regional Heads;
   c. Positions based on statutory regulations are prohibited from being held concurrently with the positions of Board of Commissioners members;
   d. Positions that could give rise to conflicts of interest with the SOE in question.

TUGAS MASING-MASING DEWAN KOMISARIS

Berdasarkan Surat Keputusan Dewan Komisaris No. SK-11/DK-SB/XI/2023 tanggal 23 November 2023 tentang Pembagian Tugas Anggota-anggota Dewan Komisaris PT Semen Baturaja Tbk, adalah sebagai berikut:

Pembagian Tugas Dewan Komisaris tahun 2024

DUTIES OF EACH COMMISSIONER

The Board of Commissioners Decree No. SK-11/DK-SB/XI/2023 dated November 23, 2023 on Division of Duties of Board of Commissioners Members of PT Semen Baturaja Tbk stipulates the following:

Board of Commissioners Division of Duties in 2024

Nama / *Name*	Jabatan / *Position*	Tugas / *Duties*
Alex Iskandar Munaf	Komisaris Utama/ Independen / President/ Independent Commissioner	1. Meninjau, 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. / 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. 2. 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. / Integrating evaluation results, opinions, and suggestions submitted by each member into policies and/or decision-making processes for the Board of Commissioners 3. Melakukan tinjauan langsung ke lapangan guna memantau dan memastikan rencana kerja perusahaan berjalan sesuai dengan target yang telah ditetapkan. / Conducting on-site visits to monitor and ensure that the company is executing its work plan in accordance with the established targets.
Chowadja Sanova	Komisaris Independen / Independent Commissioner	Bidang Pengelolaan dan Kinerja Keuangan, Pengawasan Internal, Investasi, serta Pendanaan / Fields of Financial Management and Performance, Internal Supervision, Investment and Funding 1. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang pengelolaan dan kinerja keuangan, pengawasan internal, investasi serta pendanaan. / Evaluate the Company's performance, especially but not limited to the areas of financial management and performance, internal control, investment and funding. 2. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang pengelolaan dan kinerja keuangan, pengawasan internal, investasi serta pendanaan. / Provide feedback, opinions and suggestions to the Board of Directors, especially but not limited to the areas of financial management and performance, internal control, investment and funding. 3. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan pada: / If necessary, carry out direct visits to the field to monitor and ensure: a. Pengelolaan dan kinerja keuangan yang meliputi pendanaan baik untuk modal kerja maupun investasi, penempatan dana, program efisiensi biaya; / Financial management and performance which includes funding for both working capital and investment, fund placement, cost efficiency programs; b. Pengawasan internal terkait: efisiensi dan efektivitas produksi; penyajian laporan keuangan yang dapat dipertanggungjawabkan; dan ketaatan terhadap undang-undang dan aturan yang berlaku; / Internal supervision related to: production efficiency and effectiveness; presentation of accountable financial reports; and compliance with applicable laws and regulations; c. Bidang investasi dan pendanaan terkait perencanaan, pelaksanaan dan evaluasi program; / Fields of investment and funding related to planning, implementation and evaluation of programs; 4. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris / Carry out other assignments mutually agreed upon at the Board of Commissioners Meeting

Nama / *Name*	Jabatan / *Position*	Tugas / *Duties*
Hadi Daryanto	Komisaris / Commissioner	Bidang Perencanaan dan Manajemen Risiko, Produksi dan *Supply Chain* / Risk Planning and Management, Production and Supply Chain 1. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang Perencanaan dan Manajemen Risiko, Produksi dan *Supply Chain*. / Evaluate the Company's performance, especially but not limited to the areas of Risk Planning and Management, Production and Supply Chain. 2. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang Perencanaan dan Manajemen Risiko, Produksi dan *Supply Chain*. / Provide feedback, opinions and suggestions to the Board of Directors, especially but not limited to the areas of Risk Planning and Management, Production and Supply Chain. 3. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan pada: / If necessary, can carry out direct visits to the field to monitor and ensure: a. Bidang perencanaan strategis terkait pelaksanaan strategi perusahaan sesuai dengan RJPP dan RKAP termasuk pengalokasian sumber daya yang dibutuhkan untuk mencapai tujuan perusahaan; / The field of strategic planning is related to the implementation of company strategy in accordance with RJPP and RKAP including allocating the resources needed to achieve company goals; b. Bidang manajemen risiko terkait perencanaan, pelaksanaan dan evaluasi program; / The area of risk management related to planning, implementation and evaluation of programs; c. Bidang produksi terkait: kehandalan teknologi, peralatan fasilitas dan proses produksi; / Related production areas: technological reliability, facility equipment and production processes; d. Bidang supply chain terkait: pengadaan terkait ketersediaan bahan baku dan bahan penolong, transportasi, dan distribusi produk; / Related supply chain areas: procurement related to the availability of raw materials and auxiliary materials, transportation and product distribution; 4. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris / Carry out other assignments mutually agreed upon at the Board of Commissioners Meeting
Inosentius Samsul	Komisaris / Commissioner	Bidang Legal, Pengelolaan SDM, Umum dan TJSL / Legal, HR Management, General and TJSL Divisions 1. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidangLegal, Pengelolaan SDM, Umum dan TJSL. / Evaluate the Company's performance, especially but not limited to the fields of Legal, HR Management, General Affairs and TJSL. 2. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang Legal, Pengelolaan SDM, Umum dan TJSL. / Provide feedback, opinions and suggestions to the Board of Directors, especially but not limited to the fields of Legal, HR Management, General Affairs and TJSL. 3. Apabila diperlukan, dapat melakukan tinjauan langsung ke lapangan guna memantau dan memastikan pada: / If necessary, can carry out direct visits to the field to monitor and ensure: a. Pengelolaan legal terkait internal maupun eksternal perusahaan antara lain mengenai perjanjian, kontrak, dan lain sebagainya, tetap dalam jalur yang benar; / Legal management related to internal and external companies, including agreements, contracts, etc., remains on the right track; b. Pengelolaan SDM meliputi rekrutmen, diklat, pengembangan, karir sampai dengan pensiun, talent, dan hubungan industrial serta efektivitas struktur organisasi; / HR management includes recruitment, training, development, career up to retirement, talent, and industrial relations as well as the effectiveness of the organizational structure; c. Pengelolaan umum terkait kerumahtanggan meliputi pengadaan barang dan jasa, perlengkapan, persediaan dan pengelolaan aset; / General management related to household matters includes procurement of goods and services, equipment, supplies and asset management; d. Pengelolaan TJSL meliputi perencanaan, pelaksanaan dan evaluasi program perusahaan sejalan dengan SDG dan konsep ESG; / TJSL management includes planning, implementing and evaluating company programs in line with SDG and ESG concepts; e. serta menyampaikan laporan hasil peninjauan kepada Dewan Komisaris / and submit a report on the results of the review to the Board of Commissioners 4. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris / Carry out other assignments mutually agreed upon at the Board of Commissioners Meeting

PEDOMAN DEWAN KOMISARIS (*BOARD CHARTER/MANUAL*)

Hingga 31 Desember 2024, 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 perundang-undangan, Anggaran Dasar maupun peraturan Perusahaan yang mengatur mengenai tata kerja Dewan Komisaris.

Board Manual terakhir diperbarui pada 28 Desember 2021. Pembaharuan terhadap *Board Manual* akan senantiasa dilakukan menyesuaikan dengan adanya perubahan peraturan perundang-undangan, anggaran dasar dan rekomendasi hasil penilaian *assessment* sebagai bentuk komitmen Dewan Komisaris terhadap peningkatan penerapan Tata Kelola Perusahaan yang Baik.

BOARD MANUAL BAGI DEWAN KOMISARIS

Dewan Komisaris membutuhkan pedoman yang dijadikan sebagai 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*. Hal tersebut memiliki arti bahwa terdapat pemisahan tugas dan kewajiban yang tegas mengenai Perusahaan, yakni 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 CHARTER/MANUAL

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 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. Updates to the Board Manual will continue to be made following changes in laws and regulations, articles of association, and recommendations from assessment results as a form of the Board of Commissioners' commitment to improving the Good Corporate Governance implementation.

BOARD MANUAL FOR THE BOARD OF COMMISSIONERS

The Board of Directors and Board of Commissioners require guidelines as a reference in managing the Company to be in line with its objectives and in compliance with applicable regulations. The relationship between the two Boards in the Indonesian legal system is based on the two-tier system principle for a clear separation of duties and obligations. The Company is led and managed by the Board of Directors, while the Board of Commissioners supervises and provides advice on actions taken by the Board of Directors.

Both have the responsibility to maintain the company's business continuity in the long term. Therefore, it is necessary to have a clear system and structure regarding relationships between Company Organs guided by the principles of Good Corporate Governance (GCG). The functions, duties and work relationships of each Company Organ are clearly defined and carried out consistently.

Board Manual merupakan kesepakatan bersama Dewan Komisaris 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.

The Board Manual is a joint agreement between the Board of Commissioners and the Board of Directors of PT Semen Baturaja Tbk, in carrying out the functions and roles of their positions as bearers of the Company's mandate in accordance with applicable laws and regulations. The Board Manual is a GCG tool that refers to the Articles of Association and applicable legal bases.

Tujuan penyusunan *Board Manual* adalah sebagai berikut:

1. Menjadi Pedoman umum bagi Dewan Komisaris 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*.

The objectives of the Board Manual are as follows:

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 Boards.
3. Applying the principles of Good Corporate Governance (GCG), namely transparency, accountability, responsibility, independence, and fairness.

Board Manual Dewan Komisaris memuat hal-hal sebagai berikut:

1. Komposisi Dewan Komisaris.
2. Fungsi Dewan Komisaris.
3. Persyaratan Dewan Komisaris.
4. Keanggotaan Dewan Komisaris.
5. Lowong Jabatan Dewan Komisaris.
6. Tugas, Wewenang dan Kewajiban Dewan Komisaris.
7. Pembagian Kerja Dewan Komisaris.
8. Rangkap Jabatan.
9. Rapat Dewan Komisaris.
10. Pelaporan Dewan Komisaris.
11. Organ Pendukung Dewan Komisaris.
12. Kerahasiaan.
13. Peningkatan Kompetensi.
14. Evaluasi Kinerja Dewan Komisaris dan Anggota Dewan Komisaris.
15. Nilai-nilai.
16. Etika Jabatan Anggota Dewan Komisaris.

The Board Manual for the Board of Commissioners contains the following matters:

1. Composition of the Board of Commissioners.
2. Function of the Board of Commissioners.
3. Requirements of the Board of Commissioners.
4. Membership of the Board of Commissioners.
5. Available Positions in the Board of Commissioners
6. Duties, Authorities and Obligations of the Board of Commissioners.
7. Division of Duties of the Board of Commissioners.
8. Concurrent Positions.
9. Meetings of the Board of Commissioners.
10. Board of Commissioners Report.
11. Supporting Organs of the Board of Commissioners.
12. Confidentiality.
13. Competency Development.
14. Performance Assessment of the Board of Commissioners and Board of Commissioners Members.
15. Values.
16. Work Ethics of Board of Commissioners Member.

PENGANGKATAN DAN PEMBERHENTIAN DEWAN KOMISARIS

Pengangkatan ataupun pemberhentian Dewan Komisaris dilakukan melalui mekanisme yang diatur dalam Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

BOARD OF COMMISSIONERS APPOINTMENT AND DISMISSAL

The appointment or dismissal of the Board of Commissioners is carried out through the mechanism regulated in the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 of 2023 on Organs and Human Resources of State-Owned Enterprises.

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.

The regulations confirm that Board members are appointed and dismissed by the GMS which is attended and approved by the Series A Dwiwarna Shareholders. The Board members are appointed by the GMS from candidates proposed by Series A Dwiwarna Shareholders, whose nominations are binding on the GMS.

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.

These provisions also apply to GMS held in order to revoke or confirm the decision to temporarily dismiss a Board of Directors member by the Board of Commissioners. The GMS resolution regarding the appointment and dismissal of Board of Commissioners members also determines when the appointment and dismissal will take effect. If it is not determined in the GMS, the appointment and dismissal of Board of Commissioners members will take effect from the closing of the GMS. Board of Commissioners Members can be reappointed by the GMS for 1 (one) more term.

PROGRAM ORIENTASI/PENGENALAN PERUSAHAAN BAGI DEWAN KOMISARIS BARU

Perusahaan memiliki program orientasi atau pengenalan bagi Dewan Komisaris Baru. Program ini dilakukan untuk memberikan gambaran mengenai Perusahaan yang 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 ini diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perusahaan.

INTRODUCTION/ORIENTATION PROGRAM FOR NEW COMMISSIONERS

The Company has an orientation or introduction program for the New Board of Commissioners. This program is conducted to provide an overview of the Company relating to the objectives, nature and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues. The implementation of this program is regulated in the Board of Directors Decree on Guidelines for the Introduction Program for the Company's New Board Members.

Dalam implementasinya, tanggung jawab pelaksanaan program pengenalan ini berada pada *Corporate Secretary*. Dalam program tersebut akan disampaikan dokumen penunjang antara lain mengenai:

1. Laporan tahunan;
2. Rencana Kerja dan Anggaran Perusahaan (RKAP);
3. Rencana Jangka Panjang Perusahaan (RJPP);
4. Anggaran Dasar Perusahaan;
5. *Board Manual*;
6. Pedoman GCG;
7. Standar Etika Perusahaan;
8. Program Kerja Dewan Komisaris dan Komite Penunjang Dewan Komisaris;
9. *Charter* Dewan Komisaris;

The responsibility for implementing this induction program lies with the Corporate Secretary or anyone who carries out the function of Corporate Secretary. The other supporting documents submitted by the Company include:

1. Annual reports;
2. Company Work Plan and Budget;
3. Company Long-Term Plans;
4. Company Articles of Association;
5. Board Manual;
6. GCG Code;
7. Code of Conduct;
8. Work Program of the Board of Commissioners and Board of Commissioners Supporting Committees;
9. Charter of the Board of Commissioners;

10. *Charter* Direksi dan *Charter* Komite Penunjang Dewan Komisaris; dan
11. Peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris;

Pelaksanaan program tersebut berupa presentasi, pertemuan, kunjungan ke Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan di mana program tersebut dilaksanakan.

Di tahun 2024, tidak terdapat perubahan pada komposisi Dewan Komisaris sehingga Perusahaan tidak melaksanakan program orientasi atau pengenalan bagi Dewan Komisaris Baru.

PROGRAM KERJA DEWAN KOMISARIS

Berdasarkan pedoman pelaksanaan kerja Dewan Komisaris menjalankan tugas dan tanggung jawab sesuai dengan ketentuan sebagai berikut:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang No. 19 tahun 2003 tentang BUMN;
3. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
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) 2021; dan
6. Anggaran Dasar Perusahaan.

Penyusunan pedoman pelaksanaan kerja sesuai dengan peraturan perundang-undangan yang berlaku, dengan isi cakupan sebagai berikut:

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;

10. Charter of the Board of Directors and Charter of Supporting Committees of the Board of Directors; and
11. Regulations related to the implementation of duties of the Board of Commissioners;

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.

There were no changes to the composition of the Board of Commissioners in 2024, thus there were no orientation or introduction program for the New Board of Commissioners.

BOARD OF COMMISSIONERS WORK PROGRAM

Pursuant to its work guidelines, the Board of Commissioners performs its duties and responsibilities based on the following provisions:

1. Law No. 40 of 2007 on Limited Liability Companies;
2. Law No. 19 of 2003 on State-Owned Enterprises;
3. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies;
5. General Guidelines for Indonesian GCG from the National Committee for Governance Policy (KNKG) 2021; and
6. Company's articles of association.

Preparation of work guidelines in accordance with applicable laws and regulations refers to the following scope:

1. Composition, appointment, dismissal and term of office of the Board of Commissioners;
2. Nomination and membership requirements for the Board of Commissioners;
3. Board of Commissioners member introduction program;
4. Duties, responsibilities, authority and delegation of authority of the Board of Commissioners;
5. Supporting committees of the Board of Commissioners;
6. Remuneration and continuing education for the Board of Commissioners;

7. Mekanisme dan tata tertib rapat Dewan Komisaris;
8. Kode etik;
9. Pertanggungjawaban Dewan Komisaris;
10. Hubungan Dewan Komisaris dengan Direksi; dan
11. Evaluasi kinerja Dewan Komisaris.

RAPAT DEWAN KOMISARIS

Kebijakan

Rapat Dewan Komisaris diatur dengan memperhatikan hal-hal sebagai berikut:

1. 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.
2. Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan.
3. Dewan Komisaris wajib mengadakan rapat bersama Direksi secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.
4. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa Anggota Dewan Komisaris atau Direksi, dengan menyebutkan hal yang akan dibicarakan.
5. Dewan Komisaris harus menjadwalkan Rapat sebagaimana dimaksud pada angka 1 dan 2, untuk tahun berikutnya sebelum berakhirnya tahun buku.
6. 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.
7. Rapat Dewan Komisaris diadakan di tempat kedudukan Perseroan, di tempat lain di dalam wilayah Republik Indonesia, atau di tempat kegiatan usaha Perseroan.

Pemanggilan Rapat

1. Pemanggilan Rapat Dewan Komisaris harus dilakukan oleh Komisaris Utama dalam hal Komisaris Utama berhalangan karena sebab apapun, hal mana tidak perlu dibuktikan kepada pihak mana pun, pemanggilan rapat dilakukan oleh salah seorang anggota Dewan Komisaris.

7. Mechanism and procedure for Board of Commissioners meetings;
8. Code of Conduct;
9. Accountability of the Board of Commissioners;
10. Relationship between the Board of Commissioners and the Board of Directors; and
11. Evaluation of the performance of the Board of Commissioners.

BOARD OF COMMISSIONERS MEETING

Policy

The Board of Commissioners meeting takes into account the following matters:

1. Board of Commissioners meetings are valid and have the right to make binding decisions if attended and/or represented by more than 1⁄2 (half) of the Board members.
2. The Board of Commissioners is required to hold meetings at least once every 2 (two) months.
3. The Board of Commissioners is required to hold regular meetings with the Board of Directors at least once every 4 (four) months.
4. The Board of Commissioners may hold a meeting at any time at the request of 1 (one) or several Board of Commissioners Members or the Board of Directors, stating the matters to be discussed.
5. The Board of Commissioners must schedule a meeting as referred to in points 1 and 2, for the following year before the end of the fiscal year.
6. The meeting begins with an evaluation of the follow-up to the results of the previous meeting, including discussion or review of the Board of Directors' proposals and the direction/decisions of the Board of Commissioners and the GMS related to the Board of Directors' proposals and other matters from the results of the previous meeting.
7. Board of Commissioners Meetings are held at the Company's domicile, at another location within the territory of the Republic of Indonesia, or at the Company's place of business activities.

Meeting Notice

1. Notice to Board of Commissioners meeting must be made by the President Commissioner. If the President Commissioner is prevented from attending for any reason, which does not need to be proven to any party, the summons for the meeting must be made by one of the members of the Board of Commissioners

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 poin 2 tidak diperlukan untuk rapat-rapat yang telah dijadwalkan berdasarkan keputusan Rapat Dewan Komisaris yang diadakan sebelumnya.
4. Pemanggilan Rapat Dewan Komisaris pada poin 2 harus mencantumkan acara, tanggal, waktu dan tempat rapat serta Undangan Rapat Dewan Komisaris harus mencantumkan informasi terkait agenda acara, tanggal, waktu dan tempat berlangsungnya rapat secara jelas.

2. Notice to Board the of Commissioners meeting must be made in writing and delivered or handed over directly to each member of the Board of Commissioners with adequate receipt, or by registered mail or by courier service or by telex, facsimile or electronic mail (e- mail) no later than 5 (five) days before the meeting is held, without taking into account the date of the invitation and the date of the meeting, or within a shorter time if in urgent circumstances.
3. The Notice as referred to in point 2 is not required for meetings that have been scheduled based on a decision of a previously held Board of Commissioners Meeting.
4. Notice to the Board of Commissioners Meeting in point 2 must include the agenda, date, time and place of the meeting and the Invitation to the Board of Commissioners Meeting must clearly include information regarding the agenda, date, time and place of the meeting.

Pimpinan Rapat

1. Semua Rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
2. Dalam hal Komisaris Utama tidak hadir atau berhalangan, maka anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama yang memimpin Rapat Dewan Komisaris.
3. Dalam hal Komisaris Utama tidak melakukan penunjukkan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris bertindak sebagai pimpinan Rapat Dewan Komisaris. Dalam hal anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris yang tertua dalam usia bertindak sebagai pimpinan rapat.
4. Kehadiran Anggota Dewan Komisaris dalam Rapat Dewan Komisaris wajib diungkapkan dalam Laporan Tahunan Perseroan.

Meeting Chair

1. All Board of Commissioners Meetings are chaired by the President Commissioner.
2. In the event that the President Commissioner is absent or unable from attending, then the member of the Board of Commissioners appointed by the President Commissioner will chair the Board of Commissioners Meeting.
3. In the event that the President Commissioner made no chair appointment, then the most senior member of the Board of Commissioners acts as the leader of the Board of Commissioners Meeting. In the event that there is more than one member of the Board of Commissioners who has served the longest as a member of the Board of Commissioners, then the member of the Board of Commissioners who is oldest in age will act as the meeting leader.
4. The attendance of Board of Commissioners Members at the Board of Commissioners Meeting must be disclosed in the Company's Annual Report.

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

Decision-Making

1. All decisions of the Board of Commissioners are taken at Board of Commissioners meetings.
2. The decision of the Board of Commissioners Meeting must be taken based on deliberation to reach a consensus. If a decision based on deliberation to reach a consensus is not reached, then the decision must be taken by voting

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. Suara blangko (abstain) dianggap menyetujui usul yang diajukan dalam rapat. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
6. Pemungutan suara mengenai diri orang dilakukan dengan surat suara tertutup tanpa tanda tangan, sedangkan pemungutan suara mengenai hal lain dilakukan secara lisan, kecuali Pimpinan Rapat menentukan lain tanpa ada keberatan berdasarkan suara terbanyak dari yang hadir.
7. 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. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam Rapat Dewan Komisaris.
8. 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.
9. 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.

based on the affirmative votes of more than 1/2 (one half) of the total valid votes cast at the meeting concerned.

3. For more than one proposal, a re-election will be held so that one of the proposals obtains more than 1⁄2 (half) of the total votes cast.
4. In a Board of Commissioners Meeting, each member of the Board of Commissioners has the right to cast 1 (one) vote and 1 (one) additional vote for each other member of the Board of Commissioners they proxied.
5. Blank (abstain) votes are considered to approve the proposal submitted at the meeting. Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
6. Voting on a person is done by means of a closed ballot without a signature, while voting on other matters is done verbally, unless the Chair of the Meeting determines otherwise without any objection based on the majority vote of those present.
7. The Board of Commissioners may also make valid decisions without holding a Board of Commissioners Meeting provided that all Board of Commissioners members have been notified in writing and all Board of Commissioners members have given their written approval regarding the proposal submitted and signed the approval. Decisions taken in this manner have the same force as decisions taken validly in a Board of Commissioners Meeting.
8. In the event that Board of Commissioners members are unable to attend the meeting physically, then Board of Commissioners members may attend the meeting via teleconference, video conference, or other electronic media in accordance with applicable provisions.
9. Each member of the Board of Commissioners who personally in any way, either directly or indirectly, has an interest in a transaction, contract or proposed contract to which the Company is a party, must declare the nature of his interest in a Board of Commissioners Meeting and is not entitled to participate in voting on matters relating to the transaction or contract.

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. Dalam hal Anggota Direksi turut hadir dalam rapat terkait, maka Risalah Rapat ditandatangani oleh seluruh Anggota Direksi dan Anggota Dewan Komisaris yang hadir dan disampaikan kepada seluruh Anggota Direksi dan Anggota Dewan Komisaris.
2. Dalam hal terdapat anggota Dewan Komisaris dan/atau Anggota Direksi yang tidak menandatangani hasil rapat sebagaimana dimaksud pada poin 1 di atas, yang bersangkutan wajib menyebutkan alasannya secara tertulis dalam surat tersendiri yang dilekatkan pada risalah rapat.
3. 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.
   k. Keterangan mengenai materi rapat seperti namun tidak terbatas pada *slide* presentasi, surat-menyurat, matrik-matrik, gambar-gambar dan hal-hal lainnya menjadi satu kesatuan dan bagian yang tidak terpisahkan dari risalah rapat.
4. Risalah Rapat wajib didokumentasikan oleh Perseroan.

Minutes of Meetings

1. The results of the Meeting must be stated in the Minutes of the Meeting. The Minutes of the Meeting must be made by a person present at the meeting who is appointed by the Chair of the Meeting and then signed by all Board of Commissioners members present and submitted to all Board of Commissioners members. In the event that Board of Directors Members are also present at the relevant meeting, the Minutes of the Meeting are signed by all Board of Directors Members and Board of Commissioners Members present and submitted to all Board of Directors and Board of Commissioners Members.
2. In the event that there are Board of Commissioners members and/or Board of Directors who do not sign the results of the meeting as referred to in point 1 above the member is obliged to state the reasons in writing in a separate letter attached to the minutes of the meeting.
3. Minutes of Meeting must describe the course of the meeting. This is important to be able to see the decision-making process and can also be a legal document to determine accountability for the results of a meeting decision. For this reason, Minutes of Meeting must at least include:
   a. Place, date and time of the meeting.
   b. Discussion agenda.
   c. Attendance list signed by each meeting participant.
   d. The length of time the meeting lasted.
   e. Implementation of follow-up evaluation of the results of the previous meeting (if any).
   f. The various opinions expressed at the meeting and who expressed them.
   g. Decision making process.
   h. Decisions taken.
   i. Statement of dissenting opinion regarding meeting decisions if there is no consensus.
   j. Signature of approval of the minutes of the meeting.
   k. Information on meeting materials such as but not limited to presentation slides, correspondence, matrices, pictures and other things become one unit and an inseparable part of the meeting minutes.
4. Minutes of the Meeting must be documented by the Company.

5. 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.
6. Risalah rapat harus sudah diterima oleh anggota Dewan Komisaris selambat-lambatnya 5 (lima) hari kerja setelah Rapat Dewan Komisaris dilaksanakan.
7. 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.
8. Hasil keputusan rapat yang ditujukan kepada Direksi dikomunikasikan paling lambat 7 (tujuh) hari sejak Risalah Rapat ditandatangani.

5. The Minutes of the Board of Commissioners Meeting are valid evidence for the Board of Commissioners members and for third parties regarding the decisions taken at the meeting in question.
6. Minutes of the meeting must be received by Board of Commissioners members no later than 5 (five) working days after the Board of Commissioners Meeting is held.
7. If within 14 (fourteen) days from the date of sending the minutes, there are no objections or suggestions for improvement to the minutes, then the minutes are declared acceptable as the results of a valid and binding meeting.
8. The results of the meeting decisions addressed to the Board of Directors must be communicated no later than 7 (seven) days after the Minutes of Meeting are signed.

FREKUENSI DAN KEHADIRAN RAPAT DEWAN KOMISARIS

Di tahun 2024, Dewan Komisaris telah menyelenggarakan rapat internal sebanyak 12 (dua belas) kali, dan rapat gabungan sebanyak 12 (dua belas) kali. Informasi agenda dan kehadiran rapat Dewan Komisaris adalah sebagai berikut:

Tabel Frekuensi Kehadiran Rapat Dewan Komisaris

BOARD OF COMMISSIONERS MEETING FREQUENCY AND ATTENDANCE

In 2024, the Board of Commissioners held 12 (twelve) internal meetings and 12 (twelve) joint meetings. Information on the agenda and attendance of the Board of Commissioners meetings is as follows:

Table of Board of Commissioners Meeting Attendance Frequency

No	Nama / *Name*	Rapat Internal / *Internal Meeting*			Rapat Gabungan / *Joint Meeting*		
		Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*	Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Alex Iskandar Munaf	12	12	100	12	12	100
2	Chowadja Sanova	12	12	100	12	12	100
3	Hadi Daryanto	12	12	100	12	12	100
4	Inosentius Samsul	12	12	100	12	12	100

AGENDA RAPAT DEWAN KOMISARIS

Tabel Agenda Rapat Dewan Komisaris

BOARD OF COMMISSIONERS MEETING AGENDA

Table of Board of Commissioners Meeting Agenda

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda	Peserta / *Participants*
Rapat Internal Dewan Komisaris / Board of Commissioners Internal Meeting					
1	15 Januari 2024 / January 15, 2024	09.00 WIB	Kantor perwakilan Jakarta SMBR / Jakarta SMBR Representative Office	• Reviu Kinerja Perusahaan Bulan Desember 2023 dan Tahun 2023 / Company Performance Review for December 2023 and Year 2023; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda	Peserta / *Participants*
2	16 Februari 2024 / February 16, 2024	14.00 WIB	*Hybrid* (Kantor perwakilan Jakarta SMBR dan *Teams Meeting*) / Hybrid (Jakarta SMBR Representative Office and Teams Meeting)	• Reviu Kinerja Perusahaan Bulan Januari 2024 dan s.d. Januari 2024; / Company Performance Review for January 2024 and up to January 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
3	20 Maret 2024 / March 20, 2024	14.00 WIB	*Teams Meeting*	• Reviu Kinerja Perusahaan Bulan Februari 2024; / Company Performance Review for February 2024; • Paparan Direksi terkait *Update* Struktur Organisasi dan SDM Perusahaan; / Board of Directors Presentation regarding the Update of the Company's Organizational Structure and HR; • Agenda lainnya / Other Agenda	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
4	23 April 2024 / April 23, 2024	13.00 WIB	*Teams Meeting*	• Reviu Kinerja Perusahaan Ytd Bulan Maret 2024; / Company Performance Review YTD for March 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
5	17 Mei 2024 / May 17, 2024	14.00 WIB	*Teams Meeting*	• Reviu Kinerja Perusahaan Ytd Bulan April 2024; / Company Performance Review YTD for April 2024; • Persiapan Pelaksanaan RUPS Tahunan Tahun Buku 2023; / Preparation for the Implementation of the Annual GMS for the 2023 Fiscal Year; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
6	21 Juni 2024 / June 21, 2024	14.00 WIB	*Teams Meeting*	• Pembahasan laporan Kinerja Ytd Mei 2024; / Discussion of the Performance Report YTD for May 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
7	19 Juli 2024 / July 19, 2024	14.00 WIB	*Teams Meeting*	• Pembahasan Laporan Kinerja Ytd Juni 2024; / Discussion of Performance Report YTD June 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda	Peserta / *Participants*
8	21 Agustus 2024 / August 21, 2024	13.00 WIB	*Teams Meeting*	• Pembahasan Laporan Kinerja Ytd Juli 2024; / Discussion of Performance Report YTD for July 2024; • Penjelasan Direksi Mengenai Perubahan Struktur Organisasi BOD-1, Penyesuaian dengan Organ Pengelola Risiko; / Explanation of the Board of Directors Regarding Changes in the BOD-1 Organizational Structure, Adjustments to the Risk Management Organ; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
9	20 September 2024 / September 20, 2024	14.00 WIB	*Teams Meeting*	• Pembahasan Kinerja Perusahaan Ytd Agustus 2024; / Discussion of Company Performance YTD for August 2024; • Pembahasan Usulan Perubahan KAP; / Discussion of Proposed Changes to KAP; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
10	25 Oktober 2024 / October 25, 2024	14.00 WIB	*Teams Meeting*	• *Progress* Tindaklanjut Rapat BOD-BOC sebelumnya; / Progress of Follow-up to the previous BOD-BOC Meeting; • Pembahasan Kinerja Perusahaan Ytd September 2024; / Discussion of Company Performance YTD for September 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
11	22 November 2024 / November 22, 2024	14.00 WIB	*Teams Meeting*	• *Progress* Tindaklanjut Rapat BOD-BOC sebelumnya; / Progress of Follow-up to the previous BOD-BOC Meeting; • Pembahasan Kinerja Perusahaan Ytd Oktober 2024; / Discussion of Company Performance YTD for October 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners
12	20 Desember 2024 / December 20, 2024	14.00 WIB	*Teams Meeting*	• *Progress* Tindaklanjut Rapat BOD-BOC sebelumnya; / Progress of Follow-up to the previous BOD-BOC Meeting; • Pembahasan Kinerja Perusahaan Ytd November 2024; / Discussion of Company Performance YTD for November 2024; • Lain-lain / Etc.	Dewan Komisaris, Komite Audit. Komite Manajemen Risiko, dan Sekretaris Dewan Komisaris / Board of Commissioners, Audit Committee. Risk Management Committee, and Secretary of the Board of Commissioners

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda	Peserta / *Participants*
Rapat Gabungan Dewan Komisaris / Board of Commissioners Joint Meeting					
1	15 Januari 2024 / January 15, 2024	10.00 WIB	Kantor perwakilan Jakarta SMBR / Jakarta SMBR Representative Office	Laporan Kinerja Perusahaan Bulan Desember dan s.d. Desember 2023 / Company Performance Report for December and up to December 2023	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
2	16 Februari 2024 / February 16, 2024	16.00 WIB	*Teams Meeting*	Laporan Kinerja Januari 2024 dan s.d Januari 2024 / Performance Report for January 2024 and up to January 2024	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
3	20 Maret 2024 / March 20, 2024	15.00 WIB	*Teams Meeting*	• Laporan Kinerja Perusahaan Februari dan s.d. Februari 2024; / Company Performance Report for February and up to February 2024; • *Update* Struktur Organisasi Perusahaan; / Update on Company Organizational Structure; • Perubahan Pedoman *Code of Conduct* (CoC). / Changes to the Code of Conduct (CoC) Guidelines.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
4	23 April 2024 / April 23, 2024	15.00 WIB	*Teams Meeting*	• Laporan Kinerja Perusahaan Maret dan s.d. Maret 2024; / Company Performance Report for March and up to March 2024; • *Update* Persiapan Rapat Umum Pemegang Saham Tahunan; / Update on Preparation for the Annual General Meeting of Shareholders; • Rencana Transaksi Royalti SMBR. / SMBR Royalty Transaction Plan.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
5	17 Mei 2024 / May 17, 2024	15.00 WIB	*Teams Meeting*	• Reviu Kinerja Perusahaan YTD bulan April 2024 dan s.d. April 2024; / Company Performance Review YTD for April 2024 and up to April 2024; • *Update* Persiapan Pelaksanaan RUPS Tahunan Tahun Buku 2023. / Update on Preparation for the Implementation of the Annual GMS for the 2023 Fiscal Year.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda	Peserta / *Participants*
6	21 Juni 2024 / June 21, 2024	15.00 WIB	*Teams Meeting*	Reviu Kinerja Perusahaan YTD Bulan Mei 2024 dan s.d. Mei 2024 / Company Performance Review YTD for May 2024 and up to May 2024	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
7	19 Juli 2024 / July 19, 2024	15.30 WIB	*Teams Meeting*	Reviu Kinerja Perusahaan YTD Bulan Juni 2024 dan s.d. Juni 2024 / Company Performance Review YTD for June 2024 and up to June 2024	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
8	21 Agustus 2024 / August 21, 2024	14.00 WIB	*Teams Meeting*	• Laporan Kinerja Juli 2024 dan s.d. Juli 2024; / Performance Report July 2024 and as of July 2024; • Restrukturisasi Organisasi Tahun 2024; / Organizational Restructuring in 2024; • Rencana Lokasi DC Palembang; / Palembang DC Location Plan; • Progres Rencana Implementasi Transaksi Royalti atas Perjanjian Lisensi *Merk*. / Progress of Royalty Transaction Implementation Plan for Brand License Agreement.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
9	20 September 2024 / September 20, 2024	15.30 WIB	*Teams Meeting*	• Laporan Kinerja Agustus 2024 dan s.d Agustus 2024; / Performance Report August 2024 and as of August 2024; • Perubahan Nama Kantor Akuntan Publik (KAP) Tahun 2024; / Change of Public Accounting Firm (KAP) Name in 2024; • Laporan Kinerja Agustus 2024 PT Baturaja Multi Usaha; / Performance Report August 2024 of PT Baturaja Multi Usaha; • Rencana Optimalisasi DC Palembang. / Palembang DC Optimization Plan.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda	Peserta / *Participants*
10	25 Oktober 2024 / October 25, 2024	15.30 WIB	*Teams Meeting*	• Progres Tindak Lanjut Rapat BOD-BOC sebelumnya; / Progress of Follow-up to Previous BOD-BOC Meeting; • Pembahasan Kinerja Perusahaan Ytd September 2024; / Discussion of Company Performance YTD for September 2024; • Lain-lain. / Etc.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
11	22 November 2024 / November 22, 2024	15.30 WIB	*Teams Meeting*	• Laporan Kinerja Oktober 2024 dan s.d. Oktober 2024; / Performance Report October 2024 and as of October 2024; • Laporan Temuan BPK RI-AJB Bumiputera. / BPK RI-AJB Bumiputera Findings Report.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF
12	20 Desember 2024 / December 20, 2024	16.45 WIB	*Teams Meeting*	• Progres Tindak Lanjut Rapat BOD BOC Sebelumnya; / Progress of Follow-up to Previous BOD BOC Meeting; • Pembahasan Kinerja Perusahaan YTD November 2024; / Discussion of Company Performance YTD for November 2024; • Lain-lain. / Etc.	Direksi, Dewan Komisaris, Sekdekom, Komite Audit, Komite Manrisk, VP Corsec, VP PMO, VP AF / Board of Directors, Board of Commissioners, Secretary of the Board of Commissioners, Audit Committee, Risk Management Committee, VP Corporate Secretary, VP PMO, VP AF

FREKUENSI DAN KEHADIRAN DI RUPS

Frekuensi dan tingkat kehadiran Dewan Komisaris dalam RUPS adalah sebagai berikut:

Tabel Frekuensi Kehadiran Dewan Komisaris dalam RUPS

FREQUENCY AND ATTENDANCE AT THE GMS

The frequency and attendance rateof the Board of Commissioners at the GMS are as follows:

Table of Frequency of Attendance of the Board of Commissioners at the GMS

No	Nama / Name	RUPS / *GMS*		
		Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Alex Iskandar Munaf	1	1	100
2	Chowadja Sanova	1	1	100
3	Hadi Daryanto	1	1	100
4	Inosentius Samsul	1	1	100

PELAKSANAAN TUGAS DEWAN KOMISARIS 2024

Hingga 31 Desember 2024, Dewan Komisaris telah menjalankan tugas dan tanggung jawab sebagai berikut:

1. Melakukan telaahan atas Laporan Hasil Evaluasi Kinerja bulanan/triwulanan/semesteran Tahun 2024 dalam rapat-rapat yang dilaksanakan setiap bulan, sebagai berikut:
   a. 15 Januari 2024 reviu kinerja bulan Desember 2023;
   b. 16 Februari 2024 reviu kinerja bulan Januari 2024;
   c. 20 Maret 2024 reviu kinerja bulan Februari 2024;
   d. 23 April 2024 reviu kinerja bulan Maret 2024;
   e. 17 Mei 2024 reviu kinerja bulan April 2024;
   f. 21 Juni 2024 reviu kinerja bulan Mei 2024;
   g. 19 Juli 2024 reviu kinerja bulanan bulan Juni 2024;
   h. 23 Agustus 2024 reviu kinerja bulanan bulan Juli 2024;
   i. 20 September 2024 reviu kinerja bulanan bulan Agustus 2024;
   j. 25 Oktober 2024 reviu kinerja bulanan bulan September 2024;
   k. 22 November 2024 reviu kinerja bulanan bulan Oktober 2024;
   l. 20 Desember 2024 reviu kinerja bulanan bulan November 2024.
2. Melakukan pemantauan dan evaluasi atas Sistem Teknologi Informasi dalam rangka optimalisasi pemanfaatan SAP;
3. Melakukan pemantauan dan evaluasi penerapan GCG serta melakukan tindak lanjut hasil *assessment* GCG;
4. Melakukan pemantauan dan evaluasi atas *Update* Struktur Organisasi dan SDM Perusahaan;
5. Mengikuti wawancara *Internal Control over Financial Reporting* (ICoFR) dengan team GRC SMBR pada 12 Juni 2024;
6. Melakukan *Monitoring* kinerja Logistik dan Sales di wilayah Lampung pada tanggal 29 September – 01 Oktober 2024;
7. Melakukan *Monitoring* kinerja di Kantor Pusat SMBR, Baturaja pada tanggal 12-15 November 2024;
8. Melakukan pendidikan dan pelatihan sebagai berikut:
   a. Alex Iskandar Munaf (Komisaris Utama, Ketua Komite NR, dan Anggota KA)

BOARD OF COMMISSIONERS DUTY IMPLEMENTATION IN 2024

As of December 31, 2024, the Board of Commissioners has carried out the following duties and responsibilities:

1. Conducted a review of the 2024 monthly/ quarterly/ semesterly Performance Evaluation Report in meetings held every month, as follows:
   a. January 15, 2024 performance review of December 2023;
   b. February 16, 2024 performance review of January 2024;
   c. March 20, 2024 performance review of February 2024;
   d. April 23, 2024 performance review of March 2024;
   e. May 17, 2024 performance review of April 2024;
   f. June 21, 2024 performance review of May 2024;
   g. July 19, 2024 monthly performance review of June 2024;
   h. August 23, 2024 monthly performance review of July 2024;
   i. September 20, 2024 monthly performance review of August 2024;
   j. October 25, 2024 monthly performance review of September 2024;
   k. November 22, 2024 monthly performance review of October 2024;
   l. December 20, 2024 monthly performance review of November 2024.
2. Conducted monitoring and evaluation of the Information Technology System to optimize the use of SAP;
3. Conducted monitoring and evaluation of the implementation of GCG and follow up on the results of the GCG assessment;
4. Conducted monitoring and evaluation of the Company's Organizational Structure and HC Updates;
5. Participated in an Internal Control over Financial Reporting (ICoFR) interview with the SMBR GRC team on June 12, 2024;
6. Conducted monitoring of Logistics and Sales performance in the Lampung area on September 29 - October 01, 2024;
7. Conducted performance monitoring at SMBR Head Office, Baturaja on November 12-15, 2024;
8. Conducted education and training as follows:
   a. Alex Iskandar Munaf (President Commissioner, Chairman of the NR Committee, and Member of the KA)

- *Sosialisasi Business Continuity Management System* (BCMS), Penyelenggara RWI Consulting, 22 Februari 2024.
- Sosialisasi Program Budaya Risiko, Penyelenggara KAP Heliantono & Rekan, 7 November 2024.

- Konferensi Nasional *Sustainability for Organizational Reselience and Competitive and Advantage*, Penyelenggara LSP Manajemen Risiko, 12-13 Desember 2024.
- Pelatihan ASEAN *Corporate Governance Scorecard*, Penyelenggara ACGS, 20 Desember 2024.

b. Chowadja Sanova (Komisaris Independen, Ketua KA, Anggota Komite NR)
- Sosialisasi *Business Continuity Management System* (BCMS), Penyelenggara RWI Consulting, 22 Februari 2024.

c. Hadi Daryanto (Komisaris, Ketua Komite Manajemen Risiko, Anggota Komite NR)
- *On Boarding Commissioner Program*, penyelenggara Kementerian BUMN, 12-13 Januari 2024.
- Sosialisasi *Business Continuity Management System* (BCMS), penyelenggara Konsultan RWI Consulting, 22 Februari 2024.
- Webinar Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN yang diselenggarakan oleh GCG, *Risk Management and Legal Division* PT Pratama Indomitra Konsultan, 28 Mei 2024.
- Sosialisasi Program Budaya Risiko, Penyelenggara KAP Heliantono & Rekan, 7 November 2024.

d. Inosentius Samsul (Komisaris, Anggota Komite Manajemen Risiko, Anggota Komite NR)

- Sosialisasi *Business Continuity Management System* (BCMS), penyelenggara Konsultan RWI Consulting, 22 Februari 2024.
- Webinar Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN yang diselenggarakan oleh GCG, *Risk Management and Legal Division* PT Pratama Indomitra Konsultan, 28 Mei 2024.
- *On Boarding Commissioner Program*, penyelenggara Kementerian BUMN, 7-8 Agustus 2024;
- Sosialisasi Program Budaya Risiko, Penyelenggara KAP Heliantono & Rekan, 7 November 2024.

- Dissemination of the Business Continuity Management System (BCMS), Organizer RWI Consulting, February 22, 2024.
- Dissemination of the Risk Culture Program, Organizer KAP Heliantono & Rekan, November 7, 2024.
- National Conference on Sustainability for Organizational Resilience and Competitive and Advantage, Organizer LSP Risk Management, December 12-13, 2024.
- ASEAN Corporate Governance Scorecard Training, Organizer ACGS, December 20, 2024.

b. Chowadja Sanova (Independent Commissioner, Chairman of the KA, Member of the NR Committee)
- Dissemination of the Business Continuity Management System (BCMS), Organizer RWI Consulting, February 22, 2024.

c. Hadi Daryanto (Commissioner, Chairman of the Risk Management Committee, Member of the NR Committee)
- On Boarding Commissioner Program, organizer Ministry of SOEs, January 12-13, 2024.
- Dissemination of the Business Continuity Management System (BCMS), organizer Consultant RWI Consulting, February 22, 2024.
- Webinar on BUMN Organs and Human Resources based on the BUMN Omnibus organized by GCG, Risk Management and Legal Division PT Pratama Indomitra Konsultan, May 28, 2024.
- Dissemination of the Risk Culture Program, Organizer KAP Heliantono & Rekan, November 7, 2024.

d. Inosentius Samsul (Commissioner, Member of the Risk Management Committee, Member of the NR Committee)
- Dissemination of the Business Continuity Management System (BCMS), organizer RWI Consulting Consultant, February 22, 2024.
- Webinar on BUMN Organs and Human Resources based on the BUMN Omnibus organized by GCG, Risk Management and Legal Division of PT Pratama Indomitra Konsultan, May 28, 2024.
- On Boarding Commissioner Program, organizer Ministry of BUMN, August 7-8, 2024;

- Dissemination of the Risk Culture Program, Organizer KAP Heliantono & Rekan, November 7, 2024.

PENILAIAN KOMITE DI BAWAH DEWAN KOMISARIS

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.

Selain itu, penilaian juga 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. Penilaian kinerja Komite Audit meliputi pelaksanaan tugas komite di bidang audit, kecukupan proses pengendalian internal dan penyusunan laporan keuangan. Di tahun 2024, Komite Audit telah melaksanakan rapat sebanyak 20 (dua puluh) kali dan memberikan rekomendasi-rekomendasi strategis 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. Penilaian kinerja Komite Nominasi dan Remunerasi meliputi pelaksanaan tugas komite dalam melakukan *monitoring*, evaluasi dan memberikan rekomendasi terhadap struktur remunerasi dan sistem penilaian kinerja di perusahaan. Di tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan rapat sebanyak 2 (dua) kali dan memberikan rekomendasi-rekomendasi strategis bagi Perusahaan.

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

ASSESSMENT BASIS

The assessment 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.

Furthermore, 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.

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 2024, the Audit Committee held 20 (twenty) meetings and provided sound recommendations for the Company.

- **Risk Management Committee**
  The Risk Management Committee has carried out its duties and responsibilities in accordance with the Risk Management Committee Work Plan and has reported this to the Board of Commissioners. The performance assessment of the Risk Management Committee includes the implementation of the committee's duties in the field of risk management, such as reviewing risk management policies, monitoring key corporate risks, RKAP and RJPP. In 2023, the Risk Management Committee held 2 (two) meetings and provided strategic recommendations for the Company.

- **Komite Manajemen Risiko**
  Komite Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya sesuai dengan Rencana Kerja Komite Manajemen Risiko serta telah dilaporkan kepada Dewan Komisaris. Penilaian kinerja Komite Manajemen Risiko meliputi pelaksanaan tugas komite di bidang manajemen risiko, seperti pengkajian kebijakan manajemen risiko, *monitoring* risiko utama *corporate*, RKAP dan RJPP. Di tahun 2024, Komite Manajemen Risiko telah melaksanakan rapat sebanyak 16 (enam belas) kali dan memberikan rekomendasi-rekomendasi strategis bagi Perusahaan.

- **Nomination and Remuneration Committee**
  The Risk Management Committee has carried out its duties and responsibilities in accordance with the Risk Management Committee Work Plan and has been reported to the Board of Commissioners. The Risk Management Committee's performance assessment includes the implementation of the committee's duties in the field of risk management, such as reviewing risk management policies, monitoring corporate key risks, RKAP and RJPP. In 2024, the Risk Management Committee held 16 (sixteen) meetings and provided strategic recommendations for the Company.

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 diatur dalam Board Manual yang terakhir disahkan pada 28 Desember 2021 dan SK Dewan Komisaris No. SK02/DK-SB/XI/2011 tentang Panduan Program Pengenalan Perusahaan dan Program Peningkatan Kapabilitas bagi Anggota Dewan Komisaris PT Semen Baturaja Tbk.

PELAKSANAAN KEGIATAN

Informasi mengenai pelaksanaan pengembangan kompetensi Dewan Komisaris telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis (TUPB)" dalam Laporan Tahunan ini.

BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT

Policy

To facilitate the Board of Commissioners in performing their duties and responsibilities effectively, the Company continually provides competency development programs to improve the effectiveness of the Board. Each member can participate in competency improvement programs such as seminars and training courses related to the following topics:

1. 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 Board of Commissioners Decree 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

Details regarding the development of the Board of Commissioners' competencies are presented in the "Company Profile" chapter of this annual report.

KOMISARIS INDEPENDEN

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.

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, 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. Di tahun 2024, Perusahaan telah memiliki sebanyak 2 (dua) dari total 4 (empat) orang atau >50% (lima puluh persen).

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, Independensi Dewan Komisaris Independen adalah 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 COMMISSIONER

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.

Based on Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014,on Board of Directors and Board of Commissioners of Issuers or Public Companies, which states that every public company must have Independent Commissioners of at least 30% (thirty percent) of the total members. This supports the implementation of the check and balance mechanism as the criteria has been met and is appropriate. In 2024, the Company had 2 (two) Independent Commissioners or >50% (fifty percent) of the total 4 (four) members.

INDEPENDENT COMMISSIONER CRITERIA

Based on Financial Services Authority Regulation (POJK) No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies and POJK No. 55/POJK.04/2015 on Audit Committee Establishment and Work Guidelines, the Independence of the Independent Board of Commissioners is as follows:

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 term;
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

Dewan Komisaris telah menerapkan ketentuan mengenai benturan kepentingan salah satunya dalam bentuk penandatanganan Pakta Integritas (*Letter of Undertaking*). Dewan Komisaris Perusahaan yakni Alex Iskandar Munaf telah menandatangani Pakta Integritas (*Letter of Undertaking*) No. PH.05.04/0001/2024 dan Chowadja Sanova No. PH.05.04/0003/2024.

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 di bawah 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 kritikal dalam proses tersebut (*duty abiding the laws*).

Penandatanganan Surat Pernyataan Pemenuhan Persyaratan terkait Pengangkatan sebagai Komisaris Independen PT Semen Baturaja Tbk telah disesuaikan dengan Pasal 21 ayat (1) dan (2) serta Pasal 4 ayat (1) dan (2) Peraturan

INDEPENDENCE STATEMENT OF INDEPENDENT COMMISSIONERS

Guidelines on conflicts of interest for the Board of Commissioners are stipulated in the GCG Code. In compliance 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) No. PH.05.04/0001/2024 and Chowadja Sanova No. PH.05.04/0003/2024.

In the Integrity Pact, the Independent Commissioner proclaimed 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 (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 Tbk has been aligned with the provisions of Article 21 paragraphs (1) and (2) and Article 4 paragraphs

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 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 Perseroan.

(1) and (2) of Financial Services Authority Regulation No. 33/POJK.04/2014 stating Board of Directors and Board of Commissioners of Issuers or Public Companies must:

1. Have good character, moral standing, and integrity.
2. 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 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 statements to the Financial Services Authority.
4. Be committed to complying with laws and regulations.
5. Possess knowledge and/or expertise in the fields required by the Company.
6. Not 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 term.
7. Not hold direct or indirect shares in the Company.
8. Not affiliated with the Company, members of the Board of Commissioners, members of the Board of Directors or Major Shareholders of the Company.

9. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan tersebut.

DIREKSI

Direksi merupakan organ Perusahaan yang melakukan pengelolaan atas Perusahaan secara kolektif untuk kepentingan dan tujuan Perusahaan sesuai dengan ketentuan Anggaran Dasar serta melaksanakan prinsip-prinsip GCG pada seluruh level 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 Pedoman dan Tata Tertib Kerja (Piagam Direksi), di mana pelaksanaannya dijalankan dengan itikad baik dan penuh dengan rasa tanggung jawab dan tetap berpegang pada peraturan perundang-undangan yang berlaku.

Pelaksanaan tugas 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.

KOMPOSISI DIREKSI

Hingga 31 Desember 2024, tidak terdapat perubahan komposisi Direksi. Informasi komposisi Direksi adalah sebagai berikut:

9. Does not have any direct or indirect business relationship related to the Company's business activities.

BOARD OF DIRECTORS

The Board of Directors is a Company 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 Charter 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:

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.

BOARD OF DIRECTORS COMPOSITION

Until December 31, 2024, there were no changes in the Board of Directors composition resulting in the latest composition, as follows:

Komposisi Direksi tahun 2024 **Board of Commissioners Composition in 2024**

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Suherman Yahya	Direktur Utama / President Director	• Keputusan RUPS Tahunan tanggal 25 Maret 2022 yang dinyatakan dalam Akta Notaris Fathiah Helmi, No. 21 tanggal 18 April 2022. / Resolution of the Annual GMS dated March 25, 2022 stated in Notarial Deed of Fathiah Helmi, No. 21 dated April 18, 2022. • Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / Resolution of the Extraordinary GMS dated November 8, 2023 stated in Notarial Deed of Aulia Taufani S.H., No. 21 dated November 8, 2023.	08 November 2023 – RUPS 2027 Periode Ke-1 (Satu) / November 8, 2023 – 2027 GMS 1st Period (One)
Muhammad Syafitri	Direktur (Fungsi Operasi) / Director of Operations	Keputusan RUPSLB tanggal 8 November 2023 yang dinyatakan dalam Akta Notaris Aulia Taufani S.H., No. 21 tanggal 8 November 2023. / Resolution of the Extraordinary GMS dated November 8, 2023 stated in Notarial Deed of Aulia Taufani S.H., No. 21 dated November 8, 2023.	08 November 2023 - RUPS 2028 Periode Ke-1 (Satu) / November 8, 2023 - 2028 GMS 1st Period (One)
Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director (Finance and HC Function)	Keputusan RUPS Tahunan tanggal 8 Mei 2023 yang dinyatakan dalam Akta Notaris Aryanti Artisari S.H., M.Kn., No. 11 tanggal 8 Mei 2023. / Resolution of the Annual GMS dated May 8, 2023 stated in Notarial Deed of Aryanti Artisari S.H., M.Kn., No. 11 dated May 8, 2023.	08 Mei 2023 – RUPS 2028 Periode Ke-1 (Satu) / May 8, 2023 – 2028 GMS 1st Period (One)

Profil masing-masing Direksi yang menjabat per 31 Desember 2024 dan sampai dengan Laporan Tahunan ini ditandatangani, telah disajikan pada Bab "Profil Perusahaan" dalam Laporan Tahunan ini.

The profile of each Director in office as of December 31, 2024 and until this Annual Report is signed, has been presented in the "Company Profile" Chapter in 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-waktu dapat memberhentikan para anggota Direksi sebelum masa jabatannya berakhir.

TERM 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 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.

TUGAS, TANGGUNG JAWAB DAN WEWENANG DIREKSI

Kewajiban Direksi

Dalam menjalankan fungsinya, Direksi diwajibkan untuk:

1. Direksi wajib mencurahkan tenaga, pikiran, perhatian dan pengabdiannya secara penuh pada tugas, kewajiban dan pencapaian Perseroan
2. Anggota Direksi harus mematuhi Anggaran Dasar dan Peraturan Perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran.

BOARD OF DIRECTORS DUTIES, RESPONSIBILITIES AND AUTHORITIES

Board of Directors Obligations

In carrying out its functions, the Board of Directors has the following obligations:

1. The Board of Directors shall devote their energy, thoughts, attention and devotion fully to the duties, obligations, and achievements of the Company
2. Members of the Board of Directors shall comply with the Articles of Association and Laws and Regulations and shall implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness.

3. Anggota Direksi tidak diperbolehkan melakukan tindakan korupsi, kolusi dan nepotisme serta gratifikasi dan suap.
   a. Gratifikasi yang diterima dilaporkan dan dikonsultasikan kepada Komisi Pemberantasan Korupsi. Laporan disampaikan secara tertulis dengan mengisi formulir sebagaimana ditetapkan oleh Komisi Pemberantasan Korupsi dengan melampirkan dokumen yang berkaitan dengan Gratifikasi.
   b. Pelanggaran yang berkaitan dengan KKN disampaikan secara tertulis kepada Dewan Komisaris dan/atau penegak hukum.
   c. Pengelolaan pelaporan pelanggaran terhadap korupsi, kolusi, dan nepotisme, gratifikasi serta suap diatur dalam Pedoman Pengendalian Gratifikasi yang berlaku di lingkungan Perusahaan.
4. Tidak menerima, memberi dan meminta sesuatu dari dan/atau kepada pihak mana pun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perusahaan.
5. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak mana pun yang melawan hukum dan/atau yang dapat merugikan Perusahaan.
6. Tidak membuat kepentingan sendiri yang menyalahgunakan wewenang, kesempatan, posisi dan fasilitas Perusahaan yang akan menyebabkan kerugian bagi Perusahaan.

Direksi juga memiliki kewajiban lainnya, yakni:

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Mencapai kinerja sebagaimana tercantum dalam kontrak manajemen berikut segala perubahan yang ditetapkan oleh Dewan Komisaris setelah mendapatkan persetujuan Pemegang Saham Seri B Terbanyak dengan tetap memperhatikan ketentuan di bidang Pasar Modal;
3. Melaksanakan kebijakan yang ditetapkan oleh Dewan Komisaris setelah mendapatkan persetujuan Pemegang Saham Seri B Terbanyak dalam rangka pelaksanaan tata kelola perusahaan yang baik, termasuk namun tidak terbatas pada aspek produksi/operasional, keuangan dan sumber daya manusia, dengan tetap memperhatikan ketentuan di bidang Pasar Modal;
4. Menyiapkan pada waktunya RJPP, RKAP dan rencana kerja lainnya serta perubahannya untuk disampaikan kepada Dewan Komisaris dan mendapatkan persetujuan Dewan Komisaris;

3. Members of the Board of Directors are not allowed to commit acts of corruption, collusion, and nepotism as well as gratuity and bribery.
   a. Received gratuity is reported and consulted with the Corruption Eradication Commission. The report is submitted in writing by filling out a form as determined by the Corruption Eradication Commission by attaching documents related to gratuity.
   b. Violations related to KKN are submitted in writing to the Board of Commissioners and/or law enforcement.
   c. Management of reporting violations of corruption, collusion and nepotism, gratuity and bribery are regulated in the Gratuity Control Guidelines applicable in the Company environment.
4. Not accepting, giving, and requesting anything from and/or to any party related to his/her position that is contrary to Company policy.
5. Not committing fraudulent acts either individually or with any party that are against the law and/or that may harm the Company.
6. Not creating personal interests that abuse the authority, opportunities, positions, and facilities of the Company that will cause losses to the Company.

The Board also has other obligations, namely:

1. Strive for and guarantee the implementation of the Company's business and activities in accordance with its aims and objectives and business activities;
2. Achieve the performance as stated in the management contract including all changes determined by the Board of Commissioners after obtaining approval from the Most Series B Shareholders while still paying attention to provisions in the Capital Market sector;
3. Implement policies determined by the Board of Commissioners after obtaining approval from the Most Series B Shareholders in the context of implementing good corporate governance, including but not limited to production/operational, financial and human resources aspects, while still paying attention to provisions in the Capital Market sector ;
4. Prepare in a timely manner RJPP, RKAP and other work plans and amendments to be submitted to the Board of Commissioners and obtain approval from the Board of Commissioners;

5. Membuat daftar Pemegang Saham, daftar khusus, Risalah RUPS dan Risalah rapat Direksi;
6. Membuat Laporan Tahunan yang antara lain berisi Laporan Keuangan sebagai wujud pertanggungjawaban pengurusan Perusahaan, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam Undang-Undang tentang dokumen Perusahaan;
7. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
8. 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;
9. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan;
10. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh Rapat Umum Pemegang Saham kepada Menteri di bidang Hukum sesuai dengan ketentuan peraturan perundang-undangan;
11. Menyusun laporan lainnya yang diwajibkan oleh ketentuan peraturan perundang-undangan;
12. 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;
13. 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;
14. Mengadakan dan memelihara pembukuan dan administrasi Perusahaan sesuai dengan kelaziman yang berlaku bagi suatu Perusahaan;
15. Menyusun Sistem Akuntansi sesuai dengan standar akuntansi keuangan dan berdasarkan prinsip-prinsip pengendalian Intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
16. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris, Pemegang Saham Seri B Terbanyak dan/atau Pemegang Saham Seri A Dwiwarna, dengan memperhatikan peraturan perundangan-undangan khususnya di bidang Pasar Modal berlaku;

5. Make a list of Shareholders, special list, Minutes of GMS and Minutes of Directors' meetings;
6. Prepare an Annual Report which, among other things, contains Financial Statements as a form of accountability for Company management, as well as Company financial documents as intended in the law concerning Company documents;
7. Prepare Financial Statements based on Financial Accounting Standards and submit them to the Public Accountant for audit;
8. Submit the Annual Report after being reviewed by the Board of Commissioners no later than 5 (five) months after the Company's Fiscal Year ends to the General Meeting of Shareholders for approval and ratification;
9. Provide explanations to the General Meeting of Shareholders regarding the Annual Report;
10. Submit the Balance Sheet and Profit and Loss Report which have been approved by the General Meeting of Shareholders to the Minister of Law in accordance with the provisions of statutory regulations;
11. Prepare other reports required by statutory provisions;
12. Maintain the list of Shareholders, special list, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and minutes of meetings of the Board of Directors, Annual Report and Company financial documents and other Company documents;
13. Store at the Company's place of residence: Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and Minutes of Meetings of the Board of Directors, Annual Report and Company financial documents as well as Company documents;
14. Organize and maintain company bookkeeping and administration in accordance with the practices applicable to a company;
15. Develop an Accounting System in accordance with financial accounting standards and based on the principles of internal control, especially the separation of management, recording, storage and supervision functions;
16. Provide periodic reports according to the method and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners, the Most Series B Shareholders and/or Series A Dwiwarna Shareholders, taking into account the laws and regulations, especially in the Capital Market sector. valid;

17. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya;
18. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Anggota Dewan Komisaris, Pemegang Saham Seri B Terbanyak dan Pemegang Saham Seri A Dwiwarna, dengan memperhatikan peraturan perundang-undangan khususnya peraturan di bidang Pasar Modal;
19. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham;
20. Menyusun pedoman dan tata tertib kerja Direksi (Piagam Direksi);
21. Memenuhi dan melaksanakan tindakan-tindakan dalam rangka memenuhi hak-hak Pemegang Saham Seri A Dwiwarna sebagaimana tersebut dalam Anggaran Dasar.

17. Prepare the Company's organizational structure complete with details and duties;
18. Provide explanations regarding all matters asked or requested by Members of the Board of Commissioners, the Most Series B Shareholders and Series A Dwiwarna Shareholders, taking into account statutory regulations, especially regulations in the Capital Market sector;
19. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association and determined by the General Meeting of Shareholders;
20. Develop the Board Manual;
21. Fulfill and take actions in order to fulfill the rights of Series A Dwiwarna Shareholders as stated in the Articles of Association.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Pembagian tugas dan wewenang pengurusan di antara Anggota Direksi ditetapkan berdasarkan keputusan RUPS. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang Anggota Direksi, maka pembagian tugas dan wewenang tersebut ditetapkan berdasarkan keputusan Direksi. Adapun pembagian kerja Direksi berikut rincian tugas Direksi tersebut diatur dalam Surat Keputusan Direksi Nomor. PH.01.04/009/2024 tanggal 02 April 2024 tentang Pembagian Tugas dan Wewenang Direksi, berikut perubahan-perubahannya di masa mendatang.

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. Terdapat perkara di depan Pengadilan antara Perusahaan dengan anggota Direksi yang bersangkutan; atau
2. Anggota Direksi yang bersangkutan mempunyai kepentingan yang berbenturan dengan kepentingan Perusahaan.

Dalam hal terdapat keadaan sebagaimana dimaksud di atas, yang berhak mewakili Perusahaan adalah:

BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES

The division of duties and management authority among members of the Board of Directors is determined based on the GMS decision. In the event that the GMS does not determine the division of duties and authority of the Board of Directors, then it is determined based on the decision of the Board of Directors: This has been are regulated in the Board of Directors Decree No. PH.01.04/009/2024 dated April 02, 2024, on Division of Duties and Authority of the Board of Directors, including future amendments.

In managing the Company, the Board of Directors shall implement decisions made by the GMS as long as they do not conflict with laws and regulations in force in the Capital Markets sector in Indonesia and/or the Articles of Association.

Board of Directors Members are not authorized to represent the Company if:

1. There is a case before the Court between the Company and the relevant Board of Directors member; or
2. The Board of Directors member has conflict of interests related to the Company.

If such situations occur, the personnel authorized to represent the Company are as follows:

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.

1. Other Directors with no conflict of interest to the Company.
2. Commissioners, in the event that all 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.

Direksi wajib meminta persetujuan RUPS untuk:

1. Mengalihkan kekayaan Perusahaan; atau
2. Menjadikan jaminan utang kekayaan Perusahaan 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 Pasal 3 Anggaran Dasar Perusahaan.

The Board of Directors is required to request approval from the GMS for:

1. Transferring Company assets; or
2. Making collateral for debt of the Company's assets which involve more than 50% (fifty percent) of the Company's net assets in 1 (one) transaction or more, whether related to each other or not, except as an executor of the Company's business activities in accordance with Article 3 of the Company's Articles of Association.

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 (KSO), kerja sama usaha (KSU), kerja sama lisensi, Bangun Guna Serah (*Build, Operate and Transfer*/BOT), Bangun Serah Guna (*Build, Transfer and Operate*/BTO), Bangun Guna Milik (*Build, Operate and Own*/BOO) dan 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;

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;
11. Melakukan tindakan-tindakan yang termasuk dalam transaksi material sebagaimana ditetapkan oleh peraturan perundang-undangan dibidang Pasar Modal dengan nilai tertentu yang ditetapkan Dewan Komisaris, kecuali tindakan tersebut termasuk dalam transaksi material yang dikecualikan oleh peraturan perundang-undangan di bidang Pasar Modal;
12. Tindakan-tindakan yang belum ditetapkan dalam RKAP;
13. Melepaskan hak atas izin usaha pertambangan operasi produksi atau hak atas izin usaha pertambangan dalam bentuk lain yang sah sudah memasuki tahap operasi produksi.

Tata cara untuk mendapatkan persetujuan tertulis dari Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna:

1. Direksi menyampaikan permohonan tertulis atas kegiatan yang memerlukan persetujuan tertulis dari Dewan Komisaris.

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;
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/longterm 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.
11. Taking actions that are included in material transactions as stipulated by laws and regulations in the Capital Market sector with a certain value determined by the Board of Commissioners, unless such actions are included in material transactions that are excluded by laws and regulations in the Capital Market sector;
12. Taking actions that have not been stipulated in the RKAP;
13. Relinquishing the rights to a mining business permit for production operations or the rights to a mining business permit in another legitimate form that has entered the production operations stage.

Procedures for obtaining written approval from the Board of Commissioners and Series A Dwiwarna Shareholders:

1. The Board of Directors submits written requests for activities that require written approval from the Board of Commissioners

2. Dewan Komisaris melakukan evaluasi dan analisa atas materi kegiatan yang memerlukan persetujuan tertulis dan apabila dianggap perlu dapat meminta penjelasan tambahan dan/atau pembahasan dengan Direksi.

3. Dewan Komisaris menyampaikan permohonan tertulis atas kegiatan yang memerlukan persetujuan Pemegang Saham Seri A Dwiwarna selambat-lambatnya 10 (sepuluh) hari kalender setelah permohonan atau penjelasan dan dokumen diterima oleh Dewan Komisaris secara lengkap.
4. Pemegang Saham Seri A Dwiwarna melakukan evaluasi dan analisa atas materi kegiatan yang memerlukan persetujuan tertulis dan apabila dianggap perlu dapat meminta penjelasan tambahan dan/atau pembahasan dengan Dewan Komisaris dan/atau Direksi.
5. Pemegang Saham Seri A Dwiwarna memberi keputusan tertulis atas materi usulan Dewan Komisaris setelah permohonan atau penjelasan dan dokumen diterima oleh Pemegang Saham Seri A Dwiwarna secara lengkap.

6. Dalam waktu 30 hari kalender sejak diterimanya permohonan atau penjelasan atau data tambahan dari Direksi, Dewan Komisaris menyampaikan kepada Direksi: (i) keputusan Pemegang Saham Seri A Dwiwarna (dalam hal Pemegang Saham Seri A Dwiwarna telah memberikan keputusan baik menyetujui maupun tidak menyetujui); atau (ii) penjelasan kepada Direksi bahwa hingga jangka waktu tersebut Pemegang Saham Seri A Dwiwarna belum dapat memberikan keputusan.

WEWENANG DIREKSI

Direksi memiliki kewenangan sebagai berikut:

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 termasuk pekerja Perseroan baik sendiri-sendiri maupun bersama-sama dan/atau badan lain.
3. Mengatur ketentuan-ketentuan tentang pekerja Perseroan termasuk penetapan upah, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perseroan berdasarkan peraturan perundang-undangan.

2. The Board of Commissioners carries out evaluation and analysis of activity materials that require written approval and, if deemed necessary, can request additional explanations and/or discussions with the Board of Directors.
3. The Board of Commissioners submits a written request for activities that require approval from Series A Dwiwarna Shareholders no later than 10 (ten) calendar days after the request or explanation and documents are received by the Board of Commissioners in full.
4. Series A Dwiwarna Shareholders evaluate and analyze activity materials that require written approval and, if deemed necessary, can request additional explanations and/or discussions with the Board of Commissioners and/or Directors.
5. The Series A Dwiwarna Shareholder shall give a written decision on the material proposed by the Board of Commissioners after the application or explanation and documents are received by the Series A Dwiwarna Shareholder in full.
6. Within 30 calendar days of receipt of the request or explanation or additional data from the Board of Directors, the Board of Commissioners shall convey to the Board of Directors: (i) the decision of the Series A Dwiwarna Shareholders (in the event that the Series A Dwiwarna Shareholders have given a decision either approving or disapproving) ; or (ii) an explanation to the Board of Directors that up to that time, Series A Dwiwarna Shareholders have not been able to make a decision.

BOARD OF DIRECTORS AUTHORITIES

The Board of Directors is authorized to:

1. Issue policies deemed appropriate for the management of the Company.
2. Regulate the handover of the Board of Directors' powers to represent the Company inside and outside the court to one or several members of the Board of Directors who are specifically appointed for this purpose, including Company employees, either individually or together and/or other bodies.
3. Regulate provisions regarding Company workers including determining wages, pensions or old age security and other income for Company workers based on the laws and regulations.

4. Mengangkat dan memberhentikan pekerja Perseroan berdasarkan peraturan ketenagakerjaan Perseroan dan peraturan perundang-undangan.
5. Mengangkat dan memberhentikan *Vice President of Corporate Secretary* dan/atau *Vice President of Internal Audit* dengan persetujuan Dewan Komisaris.
6. Menghapusbukukan piutang macet dengan ketentuan sebagaimana diatur dalam Anggaran Dasar 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 di luar 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.
8. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar ini dan/atau Keputusan RUPS.

4. Appoint and dismiss Company employees based on the Company's employment regulations and statutory regulations.
5. Appoint and dismiss the Vice President Corporate Secretary and/or Vice President Internal Audit with approval from the Board of Commissioners.
6. Write off bad debts with the provisions as stipulated in the Articles of Association and which are then reported to the Board of Commissioners and then reported and accounted for in the Annual Report.
7. Not collect receivables for interest, fines, fees and other receivables beyond the principal amount carried out in the context of restructuring and/or settlement of the Company's receivables with the obligation to report to the Board of Commissioners, the reporting provisions and procedures are determined by the Board of Commissioners.
8. Take all actions and other actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with the limitations as regulated in statutory regulations, these Articles of Association and/or GMS Resolutions.

RUANG LINGKUP PEMBAGIAN TUGAS MASING-MASING DIREKSI

Informasi ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi adalah sebagai berikut:

Pembagian Tugas Direksi tahun 2024

DIVISION OF DUTIES FOR EACH DIRECTOR

Information on the scope of work and responsibilities of each Director is as follows:

Board of Directors Division of Duties in 2024

Nama / *Name*	Jabatan / *Position*	Tugas	*Duties*
Suherman Yahya	Direktur Utama / President Director	Menetapkan Strategi dan kebijakan dalam memimpin dan mengelola Perusahaan, serta menjamin terlaksananya usaha dan kegiatan sesuai dengan maksud dan tujuan Pemegang Saham, 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, pengelolaan kegiatan pengadaan barang dan jasa, dengan tanggung jawab utama sebagai berikut: 1. Menetapkan sasaran dan kebijakan dalam memaksimalkan pendapatan perusahaan serta menentukan pengelolaan *stakeholder* yang strategis dan mendorong pertumbuhan perusahaan; 2. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya perusahaan berupa laporan tahunan termasuk perhitungan tahunan kepada RUPS; 3. Menetapkan sasaran dan kebijakan pemeliharaan dan pengelolaan kekayaan perusahaan serta mengatur agar fungsi manajemen dan organisasi berjalan dengan baik dan benar, serta menjamin terlaksananya *Good Corporate Governance*; 4. 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); 5. 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; 6. Menetapkan sasaran dan kebijakan penyerahan kekuasaan Direksi untuk mewakili perusahaan kepada seorang atau beberapa orang anggota Direksi; 7. Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait dengan aktivitas pemasaran, tercakup di dalamnya adalah arahan strategis atas pengelolaan *branding* yang akan diusung untuk memastikan efektifitas dan kesesuaian *branding* terhadap produk dan target pelanggan; 8. 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; 9. Menetapkan sasaran dan kebijakan terhadap manajemen rantai pasok, *moda* dan jenis distribusi yang digunakan oleh SMBR 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; 10. Menetapkan sasaran dan kebijakan kegiatan strategis *procurement* secara terintegrasi untuk memastikan Governance kegiatan *procurement*, meningkatkan kekuatan daya tawar serta ketersediaan barang dan jasa sesuai dengan spesifikasi dan memenuhi SLA;	Determining strategies and policies in leading and managing the Company, as well as ensuring the implementation of business and activities in accordance with the aims and objectives of Shareholders, establishing targets and policies for all marketing activities in an integrated manner to ensure the achievement of sales numbers, customer satisfaction and on time delivery in accordance with the targets set. has been determined by the company, management of goods and services procurement activities, with the following main responsibilities: 1. Determine targets and policies to maximize company revenue and determine strategic stakeholder management and encourage company growth; 2. Provide accountability and all information about the condition and running of the company in the form of an annual report including annual calculations to the GMS; 3. Determine targets and policies for the maintenance and management of company assets and arrange for management and organizational functions to run properly and correctly, and ensure the implementation of Good Corporate Governance; 4. Determine targets and policies for optimal control of company resources through effective and efficient company management including the Company's "Image" in accordance with supervisory control (Audit); 5. Control and direct strategies, programs, and targets for CSR activities, which are able to provide benefits to the Company and the surrounding community and provide a positive image/ impact on all activities carried out; 6. Determine targets and policies for the transfer of authority from the Board of Directors to represent the Company to one or several members of the Board of Directors; 7. Determine targets and policies for all activities related to marketing activities, including strategic directions for branding management that will be carried out to ensure the effectiveness and suitability of branding to products and target customers; 8. Establish targets and policies on product suitability with customers along with product sales activities, as a derivative of the Company's direction and strategy to ensure the number of products sold is in accordance with the agreed quality and target; 9. Establish targets and policies on supply chain management, modes and types of distribution used by SMBR to ensure production distribution is in accordance with the target time, area and mode, so that it can achieve the Company's goals and in accordance with the agreement on the elements of distribution timeliness; 10. Establish targets and policies for integrated strategic procurement activities to ensure procurement activity governance, increase bargaining power and availability of goods and services in accordance with specifications and meeting SLA;

Nama / *Name*	Jabatan / *Position*	Tugas	*Duties*
		11. 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; 12. Menetapkan sasaran dan kebijakan serta mengevaluasi rencana kerja pengembangan berkelanjutan (*roadmap*) dalam proses penerapan dan penguatan fungsi manajemen risiko perusahaan; 13. Menetapkan sasaran dan kebijakan strategis pengelolaan hukum, pengelolaan sengketa hukum, dan pengelolaan perjanjian serta perizinan agar dapat memastikan kegiatan operasional perusahaan dapat memenuhi seluruh aspek legalitas yang berlaku, kepatuhan terhadap semua peraturan & standar serta keputusan legal yang menguntungkan perusahaan; 14. Menetapkan sasaran dan strategi untuk pengamanan lokasi, aset dan fasilitas perusahaan secara keseluruhan; 15. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas maupun belum diatur di dalam tugas dan tanggung jawab Direksi.	11. Provide strategic direction regarding the identification of company risks and the adequacy of risk mitigation in terms of determining policies and strategic decisions, especially in the fields of production, marketing, and investment; 12. Establish targets and policies and evaluate sustainable development work plans (roadmaps) in the process of implementing and strengthening the Company's risk management function; 13. Establish strategic targets and policies for legal management, legal dispute management, and agreement and licensing management to ensure that the Company's operational activities can meet all applicable legal aspects, compliance with all regulations & standards and legal decisions that benefit the company; 14. Establish targets and strategies for securing the Company's location, assets and facilities as a whole; 15. Have the right and authority to act for and on behalf of the Board of Directors and represent the Company in connection with the implementation of the duties and responsibilities above or not regulated in the duties and responsibilities of the Board of Directors.
Muhammad Syafitri	Direktur (Fungsi Operasi) / Director of Operations	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: 1. 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; 2. 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; 3. Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait dengan penambangan/ketersediaan bahan baku, baik bersifat *supply* internal mau pun eksternal, pencarian sumber lain secara strategis ke depannya, untuk memastikan keberlangsungan operasi; 4. Menetapkan sasaran, kebijakan dan mendukung atas budaya dan aktivitas inovasi, riset, pengelolaan limbah, serta pengontrolan kualitas secara berkesinambungan untuk memastikan proses produksi dan produk yang semakin berkualitas, efektif dan efisien; 5. 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; 6. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas.	Set targets and policies for all production activities in an integrated manner including machine maintenance activities, mining, research and development, quality control and product production from all sites to ensure that the company's operational activities run well in accordance with the targets set by the company, with responsibility main as follows: 1. Determine targets and policies for all activities related to product (cement) production and/or derivatives in accordance with product type, quality and targets agreed upon with the marketing directorate and company growth targets in a timely manner; 2. Establish targets and policies for all activities related to maintenance of machines, electrical instruments and other production operational support facilities in accordance with agreed targets to support smooth production operations; 3. Establish targets and policies on all activities related to mining/raw material availability, both internal and external supply, strategic search for other sources in the future to ensure the sustainability of operations; 4. Establish targets, policies, and support for the culture and activities of innovation, research, waste management, and continuous quality control to ensure increasingly high-quality, effective and efficient production processes and products; 5. Establish targets and policies on activities related to safety, health and maintenance of the work environment and production environment to ensure compliance with regulations to maintain the Company's image, occupational safety and health and the maintenance of the Company's environment; 6. Have the right and authority to act for and on behalf of the Board of Directors and represent the Company in connection with the implementation of the above duties and responsibilities.

Nama / *Name*	Jabatan / *Position*	Tugas	*Duties*
Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director of Finance and HC	Menetapkan sasaran dan kebijakan pengelolaan keuangan, pengembangan dan pelayanan ICT; pelaksanaan analisis dan evaluasi untuk memberikan informasi kinerja finansial dan rekomendasi bisnis; penyusunan dan pengendalian RKAP, asuransi, pengendalian kekayaan perusahaan, perencanaan strategi pendanaan dan penyelenggaraan pelaporan keuangan untuk kepentingan eksternal dan untuk kepentingan internal, kegiatan pengelolaan Sumber Daya Manusia (SDM), pendidikan dan pelatihan, hubungan industrial, administrasi dan kesejahteraan Sumber Daya Manusia, kerumahtanggaan, perlengkapan, pengelolaan aset, dengan tanggung jawab utama sebagai berikut: 1. Menetapkan sasaran dan kebijakan untuk penyiapan Rencana Kerja dan Anggaran Tahunan Perusahaan (RKAP) dan menyampaikan kepada Komisaris dan Pemegang Saham Mayoritas guna mendapatkan persetujuan; 2. Menetapkan sasaran dan kebijakan terkait *monitoring* dan analisa keseluruhan kinerja anak usaha agar terdapat informasi yang dapat mendukung pengambilan keputusan bisnis bagi perusahaan; 3. 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; 4. Menetapkan sasaran dan kebijakan untuk penyiapan visi, misi, tujuan dan rencana strategis perusahaan, termasuk rencana-rencana lainnya yang berhubungan dengan pelaksanaan usaha, proses bisnis dan kegiatan perusahaan dan menyampaikan kepada Komisaris dan Pemegang Saham untuk selanjutnya mendapatkan pengesahan sesuai ketentuan berlaku. 5. Menetapkan sasaran dan kebijakan terhadap proses transformasi rencana strategis perusahaan ke dalam indikator kinerja organisasi (KPI) hingga memonitor pencapaian kinerja perusahaan di level korporasi guna memastikan realisasi kinerja perusahaan sesuai dengan rencana strategis; 6. Menetapkan sasaran dan kebijakan seluruh kegiatan terkait aktivitas pengelolaan proyek investasi strategis perusahaan untuk memastikan terlaksananya seluruh proyek perusahaan sesuai dengan rencana strategis perusahaan; 7. 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; 8. Memberikan arahan strategis atas kegiatan pengendalian utang piutang, dan kekayaan perusahaan lainnya termasuk di dalamnya menyelenggarakan pengendalian risiko bisnis dan manajemen asuransi; 9. 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; 10. Menetapkan sasaran dan kebijakan proses pencarian dan pelaksanaan sumber-sumber pendanaan yang efisien, perencanaan pendanaan, serta menentukan kebijakan pendanaan proyek dan kegiatan investasi dalam rangka perencanaan strategis pendanaan;	Establishing targets and policies for financial management, ICT development and services; implementing analysis and evaluation to provide financial performance information and business recommendations; preparing and controlling RKAP, insurance, controlling company assets, planning funding strategies and organizing financial reporting for external and internal interests, Human Capital (HC) management activities, education and training, industrial relations, administration and welfare of Human Capital, household, equipment, asset management, with the following main responsibilities: 1. Establish targets and policies for the preparation of the Company's Annual Work Plan and Budget (RKAP) and submit them to the Commissioners and Majority Shareholders for approval; 2. Establish targets and policies related to monitoring and analyzing the overall performance of subsidiaries so that there is information that can support business decision making for the Company; 3. Provide strategic direction and control over coordination, consolidation and evaluation activities for the preparation of RKAP and performance measures for own operational activities, business units and partnership/ participation businesses; 4. Establish targets and policies for the preparation of the Company's vision, mission, objectives and strategic plans, including other plans related to the implementation of business, business processes and company activities and submit them to the Commissioners and Shareholders for further approval in accordance with applicable provisions. 5. Establish targets and policies for the process of transforming the company's strategic plan into organizational performance indicators (KPI) to monitor the achievement of company performance at the corporate level to ensure the realization of company performance in accordance with the strategic plan; 6. Establish targets and policies for all activities related to the Company's strategic investment project management activities to ensure the implementation of all company projects in accordance with the Company's strategic plan; 7. Establish targets and policies for the process of controlling and evaluating the realization of budget costs and income for measuring the financial performance of all operating activities themselves, business units, and partnership/participation businesses; 8. Provide strategic direction for the control of accounts receivable and other company assets, including implementing business risk control and insurance management; 9. Provide strategic direction in the process of organizing, coordinating and consolidating the financial reports of the Company, business units, and partnership and investment businesses as well as various management reports and their analysis for the Board of Directors and Board of Commissioners in order to make management decisions; 10. Determine targets and policies for the process of finding and implementing efficient funding sources, funding planning, and determining project funding policies and investment activities in order to plan strategic funding;

Nama / *Name*	Jabatan / *Position*	Tugas	*Duties*
		11. 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; 12. 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; 13. Menetapkan sasaran dan kebijakan yang tepat terhadap seluruh aktivitas dan program di bidang SDM, Umum dan pengelolaan aset secara terintegrasi menyesuaikan strategi perusahaan; 14. Menetapkan sasaran dan kebijakan dalam penyediaan dan pengelolaan aset Perusahaan, untuk memastikan efektivitas dan efisiensi penggunaan aset, termasuk dalam penetapan dan pencapaian SLA indikator kinerja; 15. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas maupun belum diatur di dalam tugas dan tanggung jawab direksi ini.	11. Determine targets and policies on ICT application and infrastructure development activities, information security and provision of ICT service operations supported by ICT governance to ensure the continuity of business operations in order to achieve the Company's business strategy; 12. Provide strategic direction regarding the identification of company risks and the adequacy of risk mitigation in terms of determining strategic policies and decisions, especially in the fields of production, marketing and investment; 13. Determine appropriate targets and policies for all activities and programs in the fields of HC, General and asset management in an integrated manner in accordance with the Company's strategy; 14. Establish targets and policies in the provision and management of Company assets to ensure the effectiveness and efficiency of asset use, including in the determination and achievement of SLA performance indicators; 15. Have the right and authority to act for and on behalf of the Board of Directors and represent the Company in connection with the implementation of the duties and responsibilities above or not yet regulated in the duties and responsibilities of this Board of Directors.

PEDOMAN (*BOARD CHARTER*) DIREKSI

Perusahaan telah memiliki Pedoman dan Tata Tertib Kerja Direksi yang selanjutnya disebut Piagam 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 terakhir pada tanggal 31 Oktober 2023 dengan Nomor Dokumen: M/SMBR/GRC/002. Piagam Direksi berisikan kompilasi dari ketentuan dan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan penjabaran mekanisme praktik yang baik bagi peningkatan efektivitas pelaksanaan tugas dan wewenang Direksi.

Direksi memiliki komitmen yang tinggi untuk menjadikan Piagam Direksi sebagai pedoman dalam melaksanakan fungsi, tugas, tanggung jawab serta hubungan kerja antar Direksi dan dengan Dewan Komisaris sehingga dapat berjalan secara efektif.

Di dalam pedoman Direksi memuat hal-hal sebagai berikut:

1. Pendahuluan terdiri dari 7 sub bab di antaranya Latar Belakang, Visi Misi, Nilai - Nilai Perusahaan, Maksud dan Tujuan, Ruang Lingkup, dll.
2. Direksi terdiri dari 21 sub bab di antaranya Komposisi, Fungsi, Persyaratan, Tugas dan Wewenang serta Kewajiban Direksi, Pembagian Kerja, Peningkatan Kompetensi, Etika Jabatan, Evaluasi Kinerja dll.

BOARD CHARTER

The Company a Board Charter for the Board of Directors Guidelines and Rules as a framework in performing their roles and functions to manage the Company and to carry out their respective duties in achieving the Company's Vision and Mission.

The Company's Board Charter was last ratified on October 31, 2023 with Document No. M/SMBR/GRC/002. The Board Charter contains a compilation of applicable laws and regulations, the Articles of Association and a description of appropriate practices to increase the effectiveness of the implementation of the Board of Directors' duties and authorities.

The Board of Directors is strongly committed to complying with the Board Charter in performing effective functions, duties, responsibilities and working relationships between the Board of Directors and the Board of Commissioners.

The Board Charter contains the following matters:

1. The introduction consists of 7 sub-chapters including: Background, Vision and Mission, Company Values, Aims and Objectives, Scope, etc.
2. The Board of Directors consists of 21 sub-chapters including: Composition, Functions, Requirements, Duties and Authorities and Obligations of the Board of Directors, Division of Work, Competency Improvement, Office Ethics, etc.

3. Tata Laksana Hubungan Kerja Direksi & Dewan Komisaris terdiri dari 9 sub bab di antaranya Tata Laksana Hubungan Kerja, Bentuk Hubungan Kerja Antara Direksi dan Dewan Komisaris, Ketentuan Rapat Dewan Komisaris dan Direksi, Program Pengenalan Perusahaan, Batasan dan/atau Kriteria Tindakan Direksi yang memerlukan persetujuan, dll.
4. Pengelolaan Anak Perusahaan yang terdiri dari 8 sub bab di antaranya Prinsip Umum, Mekanisme Pengawasan, Pengambilan Keputusan terkait Anak Perusahaan, RUPS Anak Perusahaan, dll.
5. Penggunaan Waktu, Sarana dan Fasilitas Perusahaan terdiri dari 4 sub bab di antaranya Waktu Kerja, Anggota Direksi Berhalangan dan Pejabat Pengganti Sementara, Penyediaan Gaji, Tunjangan serta Fasilitas dan Perjalanan Dinas.
6. Penutup terdiri dari Pemberlakuan Piagam Direksi, Keterbukaan Informasi di Website dan Evaluasi Piagam Direksi.

3. Procedures for Working Relations between Directors and Board of Commissioners consists of 9 sub-chapters including: Procedures for Working Relations, Forms of Working Relations between Directors and Board of Commissioners, Provisions for Meetings of the Board of Commissioners and Directors, Company Introduction Program, Limits and/or Criteria for Directors' Actions. Requires approval, etc.
4. Management of Subsidiaries which consists of 8 sub-chapters including: General Principles, Monitoring Mechanisms, Decision Making related to Subsidiaries, GMS of Subsidiaries, etc.
5. Use of Company Time, Means and Facilities consists of 4 sub-chapters including: Working Time, Absence of Directors and Temporary Substitute Officials, Provision of Salaries, Allowances and Facilities and Official Travel.
6. Closing consists of the Implementation of the Directors' Charter, Information Disclosure on the Website and Evaluation of the Board Charter.

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.

The relationship between the Board of Commissioners and the Board of Directors in the Indonesian legal system is a relationship based on the two-tier system. 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.

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.

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.

PENGANGKATAN DAN PEMBERHENTIAN DIREKSI

Pengangkatan dan pemberhentian Direksi mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Badan Usaha Milik Negara.

BOARD OF DIRECTORS APPOINTMENT AND DISMISSAL

The appointment and dismissal of the Board of Directors refers to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 on Organs and Resources of State-Owned Enterprises.

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.

Board of Directors Members are appointed and dismissed by the GMS attended by Series A Dwiwarna Shareholders. The decisions of the meeting must be approved by Series A Dwiwarna Shareholders by taking into account the provisions of the Articles of Association.

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.

The GMS resolution on the appointment and dismissal of Board of Directors members also determines the effective date of the appointment and dismissal. If it is not determined in the GMS, the appointment and dismissal of Board of Directors members will take effect from the closing of the GMS. Board of Directors Members can be reappointed by the GMS for another term.

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 Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan sumber Daya Manusia Badan Usaha Milik Negara. Rincian pembahasan tentang "Suksesi Direksi" diuraikan pada bagian "Nominasi Dewan Komisaris dan Direksi" dalam bab ini.

BOARD OF DIRECTORS SUCCESSION POLICY

The Company has a Board of Directors succession policy to prepare and continue leadership regeneration going forward in accordance with the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 of 2023 on Organs and Human Resources of State-Owned Enterprises. Details of the "Board of Directors Succession" are described in the "Nomination of the Board of Commissioners and Board of Directors" section in this chapter

PROGRAM ORIENTASI/PENGENALAN DIREKSI BARU

Perusahaan memiliki program orientasi atau pengenalan bagi Direksi Baru. Program ini dilakukan untuk memberikan gambaran mengenai Perusahaan yang 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, Perusahaan memiliki program orientasi atau pengenalan bagi Dewan Komisaris baru. Pelaksanaan program ini diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perusahaan.

ORIENTATION/INTRODUCTION PROGRAM FOR NEW DIRECTORS

The Company has an orientation or introduction program for New Directors to provide an overview of the Company relating to the objectives, nature and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues. The implementation of this program is regulated in the Board of Directors Decree on Guidelines for the Introduction Program for the Company's New Directors and Commissioners.

Dalam implementasinya, tanggung jawab pelaksanaan program pengenalan ini berada pada Sekretaris Perusahaan. Dalam program tersebut akan disampaikan dokumen penunjang antara lain mengenai:

1. Laporan tahunan;
2. Rencana Kerja dan Anggaran Perusahaan (RKAP);
3. Rencana Jangka Panjang Perusahaan (RJPP);

The responsibility for implementing this induction program lies with the Corporate Secretary or anyone who carries out the function of Corporate Secretary. The other supporting documents submitted by the Company include:

1. Annual Report;
2. Company Work Plan and Budget (RKAP);
3. Company Long-Term Plan (RJPP);

4. Anggaran Dasar Perusahaan;
5. Board Manual;
6. Pedoman GCG;
7. Standar Etika Perusahaan;
8. Program Kerja Direksi;
9. Charter Direksi;
10. Peraturan-peraturan yang terkait dengan pelaksanaan tugas Direksi.

Pelaksanaan program tersebut berupa presentasi, pertemuan, kunjungan ke Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan di mana program tersebut dilaksanakan.

Di tahun 2024 tidak terjadi perubahan pada susunan anggota Direksi sehingga Perusahaan tidak melaksanakan program orientasi atau pengenalan perusahaan bagi Direksi Baru.

RAPAT DIREKSI

Kebijakan

Rapat Direksi ialah rapat yang dilakukan oleh Direksi Perusahaan terkait dengan tugas dan fungsinya baik yang bersifat rutin maupun tidak rutin, yang dihadiri hanya oleh Direksi maupun dengan keikutsertaan staf. Agar rapat berlangsung secara efektif, rapat Direksi memiliki beberapa kebijakan. Sesuai dengan Anggaran Dasar Perusahaan, berikut kebijakan pelaksanaan rapat Direksi:

1. Rapat Direksi sah dan berhak untuk mengambil keputusan yang mengikat apabila dihadiri dan atau diwakili oleh lebih dari ½ (satu per dua) jumlah Anggota Direksi. Seorang Direksi hanya dapat mewakili 1 (satu) orang Direksi lainnya yang berhalangan hadir, dengan menunjukkan surat kuasa yang sah.
2. Direksi wajib mengadakan Rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan.
3. Penyelenggaraan Rapat Direksi dapat dilakukan setiap waktu apabila dipandang perlu oleh seorang atau lebih Anggota Direksi; atas permintaan tertulis dari seorang atau lebih Anggota Dewan Komisaris.
4. Direksi wajib mengadakan Rapat Direksi bersama Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.
5. Rapat Direksi dapat diadakan di tempat kedudukan Perseroan atau di tempat lain di dalam wilayah Republik Indonesia atau di tempat kegiatan usaha Perseroan.

4. Company Articles of Association;
5. Board Manual
6. GCG Guidelines;
7. Company Code of Conduct;
8. Work Program of the Board of Directors;
9. Charter of the Board of Directors; and
10. Regulations related to implementation of duties of the Board of Directors.

This introduction program can also take the form of presentations, meetings, site visits, and review of documents or other programs deemed appropriate.

In 2024, there were no changes in the composition of the Board of Directors. Therefore, the Company did not hold any orientation or company introductory programs for the new members of the Board of Commissioners.

BOARD OF DIRECTORS MEETING

Policy

The Board of Directors Meeting is a meeting covers the Board's routine and non-routine duties and functions, which is attended only by the Directors or with the participation of other personnel. In realizing an effective discussion, the Board of Directors meeting is regulated in several policies. In accordance with the Company's Articles of Association, as follows:

1. The Board of Directors meeting is valid and has the right to make binding decisions if attended and/or represented by more than ½ (one half) of the total number of Board of Directors members. A Director may only represent 1 (one) other Director who is unable to attend, by showing a valid power of attorney.
2. The Board of Directors is obliged to hold regular Board of Directors Meetings at least once a month.
3. The Board of Directors Meeting may be held at any time if deemed necessary by one or more Directors; upon written request from one or more Commissioners.
4. The Board of Directors is required to hold a Board of Directors Meeting with the Board of Commissioners periodically at least once in 4 (four) months.
5. Board of Directors meetings may be held at the Company's domicile or at another location within the territory of the Republic of Indonesia or at the Company's place of business activities.

Pemanggilan Rapat

1. Pemanggilan Rapat Direksi harus dilakukan secara tertulis dan disampaikan atau diserahkan langsung kepada setiap Anggota Direksi dengan tanda terima yang memadai, atau dengan pos tercatat atau dengan jasa kurir atau dengan faksimili 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.
2. Pemanggilan seperti tersebut di atas tidak diperlukan untuk rapat-rapat yang telah dijadwalkan berdasarkan keputusan Rapat Direksi yang diadakan sebelumnya atau apabila semua Anggota Direksi hadir dalam rapat.
3. Pemanggilan untuk Rapat Direksi harus mencantumkan acara, tanggal waktu dan tempat rapat, agenda rapat yang akan dilaksanakan.

Pimpinan Rapat

1. Semua Rapat Direksi dipimpin oleh Direktur Utama; Apabila Direktur Utama tidak hadir atau berhalangan, maka Direktur yang ditunjuk secara tertulis oleh Direktur Utama yang memimpin Rapat Direksi.
2. Dalam hal Direktur Utama tidak melakukan penunjukan, maka salah seorang Direktur yang terlama dalam jabatan sebagai Anggota Direksi yang memimpin Rapat Direksi.
3. Dalam hal Direktur yang paling lama menjabat sebagai Anggota Direksi Perseroan lebih dari 1 (satu) orang, maka Direktur sebagaimana dimaksud pada poin 2 di atas adalah yang tertua dalam usia yang bertindak sebagai pimpinan Rapat Direksi.
4. Seorang Anggota Direksi dapat diwakili dalam Rapat Direksi hanya oleh Anggota Direksi lain berdasarkan surat kuasa. Seorang Anggota Direksi hanya dapat mewakili seorang Anggota Direksi lainnya.
5. Anggota Direksi yang berhalangan untuk menghadiri suatu Rapat Direksi dapat mengajukan pendapatnya secara tertulis dan ditandatangani, kemudian disampaikan kepada Direktur Utama atau kepada Anggota Direksi lainnya yang akan memimpin Rapat Direksi tersebut, mengenai apakah ia mendukung atau tidak mendukung terhadap hal-hal yang akan dibicarakan dan pendapat ini akan dianggap sebagai suara yang dikeluarkan dengan sah dalam Rapat Direksi.
6. Kehadiran Anggota Direksi dalam Rapat Direksi wajib diungkapkan dalam Laporan Tahunan Perseroan.

Meeting Notice

1. The Board of Directors Meeting Notice must be made in writing and delivered or handed over directly to each Director with adequate receipt, or by registered mail or by courier service or by facsimile or electronic mail (e- mail) no later than 5 (five) days before the meeting is held, without taking into account the date of the invitation and the date of the meeting or within a shorter time if in urgent circumstances.
2. The Notice is not required for meetings that have been scheduled based on a decision of a previously held Board of Directors Meeting or if all Board members are present at the meeting.
3. The Board of Directors Meeting Notice must include the event, date, time and place of the meeting, and the agenda of the meeting.

Meeting Chair

1. All Board of Directors Meetings are chaired by the President Director; If the President Director is absent or unable to attend the meeting, then the Director appointed in writing by the President Director shall chair the Board of Directors Meeting.
2. In the event that the President Director made no chair appointment, then the most senior Director will chair the Board of Directors Meeting.
3. In the event that the Director who has served the longest as a Member of the Company's Board of Directors is more than 1 (one) person, then the Director as referred to in point 2 above is the oldest in age who acts as the leader of the Board of Directors Meeting.
4. A Director may be represented at Board of Directors Meeting only by another Director with proxy. A Director may only represent one other Director.
5. A Director who is unable to attend a Board of Directors Meeting may submit their opinion in writing and signed, which will then be submitted to the President Director or to another Director who will chair the Board of Directors Meeting, regarding whether they support or do not support the matters to be discussed and this opinion will be considered as a valid vote at the Board of Directors Meeting.
6. The Board Members attendance at Board of Directors Meetings must be disclosed in the Company's Annual Report.

Pengambilan Keputusan

1. Keputusan Rapat Direksi 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.
2. Dalam Rapat Direksi, setiap anggota Direksi berhak mengeluarkan 1 (satu) suara dan tambahan 1 (satu) suara untuk setiap anggota Direksi lain yang diwakilinya dengan sah dalam rapat tersebut.
3. Dalam hal usulan lebih dari dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara terbanyak sehingga salah satu usulan memperoleh suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan.
4. Suara blangko (abstain) dianggap menyetujui usul yang diajukan dalam rapat. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
5. Pemungutan suara mengenai diri orang dilakukan dengan surat suara tertutup tanpa tanda tangan, sedangkan pemungutan suara mengenai hal lain dilakukan secara lisan, kecuali Pimpinan Rapat menentukan lain tanpa ada keberatan berdasarkan surat terbanyak dari yang hadir.
6. Dalam hal Anggota Direksi tidak dapat menghadiri rapat secara fisik, maka Anggota Direksi dapat menghadiri rapat dengan melalui media telekonferensi, video konferensi, atau sarana media elektronik lainnya, sesuai dengan ketentuan yang berlaku.
7. Setiap Anggota Direksi yang secara pribadi dengan cara apapun, baik secara langsung maupun secara tidak langsung, mempunyai kepentingan dalam suatu transaksi, kontrak atau kontrak yang diusulkan dalam mana Perseroan menjadi salah satu pihaknya harus dinyatakan sifat kepentingannya dalam suatu Rapat Direksi dan karenanya tidak berhak untuk ikut dalam mengambil suara mengenai hal-hal yang berhubungan dengan transaksi atau kontrak tersebut.

Decision-Making

1. The decision of the Board of Directors Meeting must be taken based on deliberation to reach a consensus. If a decision based on deliberation to reach a consensus is not reached, then the decision must be taken by voting based on the affirmative votes of more than 1/2 (half) of the total valid votes cast at the meeting concerned.
2. In Board of Directors Meeting, each Board member has the right to cast 1 (one) vote and 1 (one) additional vote for other member whom they legally proxied at the meeting.
3. In the case of proposals of more than two alternatives and the voting results have not yet obtained one alternative with more than ½ (half) of the total votes cast, a re-election will be held for the two proposals that received the most votes so that one of the proposals receives more than ½ (one half) of the total votes cast.
4. Blank votes (abstain) are considered to approve the proposal submitted at the meeting. Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
5. Voting on a person is carried out using a closed ballot without a signature, while voting on other matters is carried out verbally, unless the Chair of the Meeting determines otherwise without any objection based on the majority of letters from those present.
6. In the event that Director is unable to attend the meeting physically, the Director may attend the meeting via teleconference, video conference, or other electronic media, in accordance with applicable provisions.
7. Every Director who personally in any way, either directly or indirectly, has an interest in a transaction, contract or proposed contract to which the Company is a party must declare the nature of their interest in a Board of Directors Meeting and therefore is not entitled to participate in voting on matters relating to the transaction or contract.

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 Direksi yang hadir dan disampaikan kepada seluruh anggota Direksi. Dalam hal Anggota Dewan Komisaris turut hadir dalam rapat terkait, maka Risalah Rapat ditandatangani oleh seluruh Anggota Direksi dan Anggota Dewan Komisaris yang hadir dan disampaikan kepada seluruh Anggota Direksi dan Anggota Dewan Komisaris.

2. Dalam hal terdapat anggota Dewan Komisaris dan/atau anggota Direksi yang tidak menandatangani hasil rapat sebagaimana dimaksud pada angka 1, yang bersangkutan wajib menyebutkan alasannya secara tertulis dalam surat tersendiri yang dilekatkan pada risalah rapat.
3. 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.
4. Risalah Rapat harus dilampiri surat kuasa yang diberikan khusus oleh Direktur yang tidak hadir kepada Direktur lainnya (jika ada).
5. Bila terdapat perbedaan pendapat (*dissenting opinion*) harus direkam dengan jelas pada Risalah Rapat.
6. Usulan Risalah Rapat harus sudah diterima oleh Anggota Direksi selambat-lambatnya 7 (tujuh) hari kerja setelah Rapat Direksi dilaksanakan.

Minutes of Meetings

1. The results of the Meeting must be stated in the Minutes of the Meeting. The Minutes of the Meeting must be made by a person present at the meeting who is appointed by the Chair of the Meeting and then signed by all Board of Directors members present and submitted to all Board of Directors members. In the event that Board of Commissioners Members are also present at the relevant meeting, the Minutes of the Meeting are signed by all Board of Directors Members and Board of Commissioners Members present and submitted to all Board of Directors and Board of Commissioners Members.
2. In the event that there are Board of Commissioners members and/or Board of Directors who do not sign the results of the meeting as referred to in letter a, the member is obliged to state the reasons in writing in a separate letter attached to the minutes of the meeting.
3. Minutes of Meeting must describe the course of the meeting. This is important to be able to see the decision-making process and can also be a legal document to determine accountability for the results of a meeting decision. For this reason, Minutes of Meeting must at least include:
   a. Place, date and time of the meeting.
   b. Discussion agenda.
   c. Attendance list signed by each meeting participant.
   d. The length of time the meeting lasted.
   e. Implementation of follow-up evaluation of the results of the previous meeting (if any).
   f. The various opinions expressed at the meeting and who expressed them.
   g. Decision making process.
   h. Decisions taken.
   i. Statement of dissenting opinion regarding meeting decisions if there is no consensus.
   j. Signature of approval of the minutes of the meeting.
4. Minutes of the Meeting must be accompanied by a power of attorney given specifically by the Director who is not present to the other Directors (if any).
5. If there is a dissenting opinion, it must be clearly recorded in the Minutes of Meeting.
6. The proposed Minutes of Meeting must be received by the Board of Directors no later than 7 (seven) working days after the Board of Directors Meeting is held.

7. 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.
8. Risalah Rapat wajib didokumentasikan oleh Perseroan dan merupakan bukti yang sah untuk para anggota Direksi dan untuk pihak ketiga mengenai keputusan yang diambil dalam rapat yang bersangkutan.
9. Hasil Risalah Rapat untuk segera dikomunikasikan kepada Staf Eselon I dan staf paling lambat 7 (tujuh) hari sejak Risalah Rapat ditandatangani.
10. Sekretaris Perusahaan bertanggung jawab atas penyimpanan Risalah Rapat.

7. If there are no objections or suggestions for improvement to the minutes within 14 (fourteen) days from the date of sending the minutes, then the minutes are declared acceptable as a valid and binding meeting result.
8. The Minutes of Meeting must be documented by the Company and are valid evidence for the Board of Directors members and for third parties regarding the decisions taken in the meeting in question.
9. The Minutes of Meeting results are to be immediately communicated to Echelon I Staff and staff no later than 7 (seven) days since the Minutes of Meeting are signed.
10. The Corporate Secretary is responsible for the safekeeping of the Minutes of Meeting.

FREKUENSI DAN KEHADIRAN RAPAT DIREKSI

Di tahun 2024, Direksi telah menyelenggarakan rapat internal sebanyak 12 (dua belas) kali, dan rapat gabungan sebanyak 32 (tiga puluh dua) kali. Informasi agenda dan kehadiran rapat Direksi adalah sebagai berikut:

Tabel Frekuensi Kehadiran Rapat Direksi

BOARD OF DIRECTORS MEETING FREQUENCY AND ATTENDANCE

In 2024, the Board of Directors held 12 (twelve) internal meetings and 32 (thirty-two) joint meetings. Information on the agenda and attendance of the Board of Directors meetings is as follows:

Table of Board of Directors Meeting Attendance and Frequency

No	Nama / *Name*	Rapat Internal / *Internal Meeting*			Rapat Gabungan / *Joint Meeting*		
		Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*	Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Suherman Yahya	12	12	100	32	32	100
2	Muhammad Syafitri	12	12	100	32	32	100
3	Rahmat Hidayat	12	11	91,67	32	32	100

AGENDA RAPAT DIREKSI

Tabel Agenda Rapat Direksi

BOARD OF DIRECTORS MEETING AGENDA

Table of Board of Directors Meeting Agenda

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
Rapat Internal Direksi / Board of Directors Internal Meeting						
1	10 Januari 2024 / January 10, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; Dashboard Mingguan W1 2024; • Prognosa Januari 2024, Realisasi vs RKAP s.d 8 Januari 2024 Harga Rata-rata dan Indeks Bahan; • Progress Penanganan Piutang Per 31 Desember 2023; • Laporan Progress Overhaul 2024 & Rehabilitation Kiln I; • Rencana Rapat Kerja RKAP Tahun 2024	• Board of Directors' Direction; W1 2024 Weekly Dashboard; • January 2024 Prognosis, Realization vs RKAP until January 8, 2024 Average Price and Material Index; • Progress of Accounts Receivable Handling as of December 31, 2023; • Progress Report on Overhaul 2024 & Rehabilitation Kiln I; • Planned RKAP Work Meeting for 2024	VP of PMO, VP of Production, VP of Maintenance, VP of AF, VP of Logistic, VP of Corsec

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
2	20 Februari 2024 / February 20, 2024	08.30 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; Dashboard Laporan Produksi W3; • Tema AR & SR; Prognosa Bulan Februari 2024; • Monthly Report CAPEX 2024; • Aset dalam Pembangunan Per 31 Desember 2023; • Agenda Lainnya	• Board of Directors' Direction; W3 Production Report Dashboard; • AR & SR Theme; February 2024 Prognosis; • Monthly Report CAPEX 2024; • Assets Under Construction as of December 31, 2023; • Other Agendas	VP of AF, VP of PMO, GM of Retail Sales R2, VP of Logistic, VP of HRGA, VP of PMPE, VP of Mining, VP of IA, VP of MR
3	20 Maret 2024 / March 20, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Evaluasi Detail Distributor; Gudang dan Volume Penjualan tahun 2023; • Riviu Kinerja Januari s.d Maret 2024 dan Inisiatif pencapaian target 2024; • *Update* Persiapan RUPST Tahun Buku 2023	• Board of Directors' Direction; • Distributor Detail Evaluation; Warehouse and Sales Volume in 2023; • Performance Review January to March 2024 and 2024 Target Achievement Initiative; • Update on Preparation of AGMS for Fiscal Year 2023	GM of Retail Sales R2, VP of AF, VP of Procurement, VP of Logistic, VP of TP
4	22 April 2024 / April 22, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Reviu Kinerja Bulan Maret 2024; • Progress Annual Report dan Sustainability Report SMBR Tahun 2023; • Kajian Transaksi Royalti	• Board of Directors' Direction; • March 2024 Performance Review; • SMBR Annual Report and Sustainability Report 2023; • Royalty Transaction Review	VP of PMO, VP of Corsec, GM of Retail Sales R2, VP of AF, VP of Production
5	6 Mei 2024 / May 6, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Persiapan Teknis RUPST SMBR	• Board of Directors' Direction; • Technical Preparation of SMBR's AGMS	VP of AF, VP of PM, VP of Corsec, SM SSM, SM of PM, Manager IR
6	26 Juni 2024 / Juni 26, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Logistik, Transportasi Semen dan Terak, Level Gudang Distributor; • *Update* Status Proper 2024; • *Update* SOP *Procurement*, Sinkronisasi dengan SIG; • Update Optimalisasi Kertapati; • Prognosa Kinerja Juni 2024	• Board of Directors' Direction; • Logistics Update, Cement and Clinker Transportation, Distributor Warehouse Level; • Proper Status Update 2024; • Procurement SOP Update, Synchronization with SIG; • Kertapati Optimization Update; • June 2024 Performance Prognosis	VP of Corsec, VP of PM, VP of AF, VP of Production, VP of Procurement, SSM Retail Sales SS1
7	17 Juli 2024 / July 17, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Update Gedung Kantor; • Persiapan Rakor Dirops; • Update Amdal SMBR; • Prognosa Kinerja Juli 2024; • Evaluasi Teknis *Close Storage* & Lokasi serta *Volume Open Storage*	• Board of Directors' Direction; • Office Building Update; • Director of Operations Coordination Meeting Preparation; • SMBR EIA Update; • July 2024 Performance Prognosis; • Close Storage Technical Evaluation & Open Storage Location and Volume	VP of Corsec, VP of AF, VP of Procurement, VP of Production, VP of TP, SM of HSE
8	14 Agustus 2024 / August 14, 2024	13.30 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Persiapan Wawancara Holdingisasi dengan BPKP; • *Update Workshop Sales* Logistik	• Preparation for Holding Interview with BPKP; • Update on Logistic Sales Workshop	VP of Corsec, VP of PM, VP of IA

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
9	18 September 2024 / September 18, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Proyek Gedung Kantor; • *Update* Tindak Lanjut Workshop Sales Logistik; • Rencana Optimalisasi DC Palembang; • *Update* Piutang SMBR-BMU; • Update Amdal PBR	• Board of Directors' Direction; • Office Building Project Update; • Logistics Sales Workshop Follow-up Update; • Palembang DC Optimization Plan; • SMBR-BMU Receivables Update; • PBR Amdal Update	VP of Corsec, VP of Mining, VP of AF, VP of Logistic, VP of Production, VP of PM, VP of Pricurement, Direktur BMU
10	24 Oktober 2024 / October 24, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• *Update* Pencapaian Rilis Semen dan Prognosa Bulan Oktober; • Prognosa Kinerja Oktober 2024; • Laporan Tindak Lanjut Atas Roadmap Penyehatan Dapen; • HUT SMBR Ke 50 Tahun 2024	• Update on Cement Release Achievement and October Prognosis; • October 2024 Performance Prognosis; • Follow-up Report on Dapen Health Roadmap; • 50th SMBR Anniversary in 2024	VP of Corsec, VP of AF, VP of PM, Direktur Dapen
11	26 November 2024 / November 26, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Executive Safety Commitee Meeting;* • *Update* Pencapaian KPI SMBR; • Update implementasi Success Factor; • Prognosa Sampai Dengan Desember 2024	• Board of Directors' Direction; • Executive Safety Committee Meeting; • SMBR KPI Achievement Update; • Success Factor Implementation Update; • Prognosis Until December 2024	VP of AF, VP of HC & GRC, SM of SSM, SM of SHE
12	03 Desember 2024 / December 3, 202	13.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	*Update* Materi dan Persiapan *Public Expose* / Update Material and Public Expose Preparation		VP of Corsec, SM of SSM, VP of AF, VP of PM
Rapat Gabungan Direksi / Board of Directors Joint Meeting						
1	04 Januari 2024 / January 4, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Laporan Kinerja Desember dan s.d Desember 2023; • *Update* Profil Risiko Korporat Tahun 2024; • Rencana Koordinasi dengan BPKP; • Program TJSL PT Semen Baturaja Tbk	• Board of Directors' Direction; • Performance Report for December and until December 2023; • Corporate Risk Profile Update for 2024; • Coordination Plan with BPKP; • TJSL Program of PT Semen Baturaja Tbk	VP of Corsec, VP of AF, VP of PMO, VP of Mining, VP of Production, GM of Retail Sales R2
2	16 Januari 2024 / January 16, 2024	14.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Dashboard* Laporan Produksi *Week* 2 Bulan Januari 2024; • *Update* T3; • *Update* Pembangunan Kantor Baturaja; • Kinerja PT BMU Desember 2023	• Board of Directors' Direction; • Production Report Dashboard Week 2 January 2024; • T3 Update; • Baturaja Office Development Update; • PT BMU Performance December 2023	VP of Corsec, VP of PMO, SM of PMO, VP Production, VP of Mining, GM Retail Sales R2, VP of Logistic, VP of Procurement

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
3	31 Januari 2024 / January 31, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; Prognosa *Volume Sales* Januari 2024; • *Update* Indeks dan Harga Perolehan Terhadap Thun Lalu dan *Update* RKAP, • Prognosa Kinerja Januari 2024; • Optimalisasi Site PPG; Evaluasi Batubara dan Update Penjualan Agregat Batukapur ke PLTU Sumsel 8; • *Overhaul* Cement Mill No 05-06 dan Simulasi Produksi; • Laporan Progres Terhadap Konstruksi Pembangunan Gedung Kantor Baturaja; • *Monthly Report* CAPEX 2024 Tambang 3; • Evaluasi Optimalisasi Aset Produktif dan Non Produktif	• Board of Directors' Direction; Sales Volume Prognosis January 2024; • Update on Index and Acquisition Price Against Last Year and RKAP Update, • Performance Prognosis January 2024; • Optimization of PPG Site; Coal Evaluation and Update on Limestone Aggregate Sales to PLTU Sumsel 8; • Overhaul of Cement Mill No. 05-06 and Production Simulation; • Progress Report on Construction of Baturaja Office Building; • Monthly Report CAPEX 2024 Mine 3; • Evaluation of Productive and Non-Productive Asset Optimization	VP of AF, VP of PMO, VP of IA, GM of Retail Sales R2, VP of HRGA, VP of Corsec, VP of MR, VP Production, VP Procurement
4	7 Februari 2024 / February 7, 2024s	08.30 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update Progress* Piutang; • Prognosa Februari Tahun 2024; • *Update Progress* Audit; • *Dashboard* Laporan Produksi W1; • *Update* Kinerja Januari 2024; • Evaluasi dan *Roadmap* Penurunan Indeks Bahan di Pabrik Baturaja; • Agenda Lainnya.	• Board of Directors' Direction; • Update on Receivables Progress; • February 2024 Prognosis; • Audit Progress Update; • W1 Production Report Dashboard; • January 2024 Performance Update; • Evaluation and Roadmap for Reducing Material Index at Baturaja Factory; • Other Agenda.	VP of Corsec, VP of PMO, VP of Production, VP of Mining, VP of Logistic, VP of HRGA, GM Retail Sales R2
5	15 Februari 2024 / February 15, 2024	14.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Dashboard* Kinerja Operasional; • *Update Value Creation;* • Prognosa Kinerja dan Sales; • Laporan *Overhaul Cement Mill* 05; • *Update* Optimalisasi Lahan Kantor di Kertapati; • Usulan *Time Schedule* RUPST Tahun Buku 2023	• Board of Directors' Direction; • Operational Performance Dashboard; • Value Creation Update; • Performance and Sales Prognosis; • Cement Mill 05 Overhaul Report; • Office Land Optimization Update in Kertapati; • Proposed Time Schedule for AGMS for Fiscal Year 2023	VP of Corsec, VP of PMO, GM Retail Sales R2, VP of Prodution, VP Mining, VP MR, VP HRGA, VP Procurement, VP of AF, VP of Logistic, SM of PMO, Manager PMO
6	28 Februari 2024 / February 28, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Progres Penanganan Piutang; • Prognosa Februari 2024; • *Monthly Report* CAPEX; • Simulasi Dampak ODOL Terhadap Logistik SMBR; • Progres Piutang PT BMU; • *Dashboard* Laporan Produksi W4 Bulan Februari 2024; • Kunjungan Tim Kementerian Keuangan ke SMBR	• Board of Directors' Direction; • Progress of Receivables Handling; • February 2024 Prognosis; • Monthly CAPEX Report; • Simulation of ODOL Impact on SMBR Logistics; • PT BMU Receivables Progress; • W4 Production Report Dashboard for February 2024; • Ministry of Finance Team Visit to SMBR	VP of Corsec, VP of Logistic, Direktur PT BRDI, VP of AF, VP of IA, GM Retail Sales R2, VP mining, VP HRGA, VP PMPE, VP PMO

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
7	06 Maret 2024 / March 6, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Laporan Kinerja Februari 2024 dan s.d Februari 2024; • Prognosa Maret 2024; Persiapan Proper Hijau dan Menuju Proper Emas 2025; • Tema HUT 50 Tahun SMBR 2024 & *Time Schedule* pembuatan *Annual Report* (AR).	• Board of Directors' Direction; • Performance Report for February 2024 and until February 2024; • March 2024 Prognosis; Preparation for Green Proper and Towards Gold Proper 2025; • Theme for SMBR's 50th Anniversary 2024 & Time Schedule for making the Annual Report (AR).	VP of Corsec, VP of IA, VP of AF, VP of PM, VP of Production, VP of HRGA, VP of Logistic, VP of Mining, VP of Procurement, Direktur Dapen, JM HSE
8	14 Maret 2024 / March 14, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Prognosa Maret dan April 2024; • *Update* Piutang SMBR dan PT BMU; • *Update* Struktur Organisasi dan SDM; • *Update* Kinerja HSE; • Kinerja dan Prognosa *Sales* Regional 2	• Board of Directors' Direction; • March and April 2024 Prognosis; • Update on SMBR and PT BMU Receivables; • Update on Organizational Structure and HC; • Update on HSE Performance; • Performance and Prognosis of Regional Sales 2	VP of Corsec, VP of AF, VP of PM, VP of HRGA, Direktur PT BMU, VP of Procurement, VP of Logistic, GM of Retail Sales R2, SM SHE
9	26 Maret 2024 / March 26, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Prognosa SMBR Maret 2024 dan April 2024; • Kinerja BMU Februari 2024 dan Prognosa Maret 2024; • *Update* Optimalisasi Kertapati.	• Board of Directors' Direction; • SMBR Prognosis March 2024 and April 2024; • BMU Performance February 2024 and Prognosis March 2024; • Kertapati Optimization Update.	VP of Procurement, VP of PM, VP of Logistic, VP of AF, VP of Corsec, Direktur PT BMU
10	03 April 2024 / April 3, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Penjualan Maret dan Prognosa April 2024; • *Update* Piutang SMBR dan BMU; • *Update* Amdal dan Utilisasi Armada BMU; • Laporan *Overhaul* PBR 2	• Board of Directors' Direction; • March Sales Update and April 2024 Prognosis; • SMBR and BMU Receivables Update; • BMU Amdal and Fleet Utilization Update; • PBR 2 Overhaul Report	VP of Corsec, VP of PM, VP of AF, GM of Retail Sales R2, VP of Procurement, Direktur PT BMU
11	24 April 2024 / April 24, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Optimalisasi Pencapaian Target Penyaluran Semen	• Board of Directors' Direction; • Optimization of Cement Distribution Target Achievement	VP of Corsec, GM of Retail Sales R2, VP of Logistic, Direktur BMU
12	3 Mei 2024 / May 3, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Optimalisasi Aset/Lahan Kertapati; • Perubahan SOP Pengadaan; • *Update* Visi-Misi dan RJPP SMBR	• Board of Directors' Direction; • Kertapati Asset/Land Optimization Update; • Procurement SOP Changes; • SMBR Vision-Mission and RJPP Update	VP of Corsec, VP of PM, VP of Logistic, GM of Retail Sales R2, VP of Procurement, VP of AF
13	14 Mei 2024 / May 14, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Reviu Kinerja Perusahaan Bulan April 2024; • Persiapan Pelaksanaan RUPST TB 2023; • Prognosa *Volume Sales* Bulan Mei 2024; • Evaluasi Angkutan BMU	• Board of Directors' Direction; • Company Performance Review April 2024; • Preparation for the Implementation of the 2023 TB AGMS; • Sales Volume Prognosis May 2024; • BMU Transportation Evaluation	VP of Corsec, Direktur BMU, VP of AF, GM of Retail Sales R2

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
14	21 Mei 2024 / May 21, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Prognosa Mei 2024; • *Update* Penanganan Piutang SMBR; • *Update* Penanganan Piutang BMU; • *Update* Proyek T3; • *Update* Pembangunan Kantor Baturaja	• Board of Directors' Direction; • May 2024 Prognosis; • Update on Handling of SMBR Receivables; • Update on Handling of BMU Receivables; • Update on T3 Project; • Update on Development of Baturaja Office	VP of Corsec, VP of TP, VP of Procurement, VP of Mining, VP of Production, VP of PM
15	28 Mei 2024 / May 28, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Prognosa Mei 2024; • Piutang BMU; • Isu-isu SMBR; • Bahan Rapat Bersama KBUMN	• Board of Directors' Direction; • May 2024 Prognosis; • BMU Receivables; • SMBR Issues; • KBUMN Joint Meeting Materials	VP of Corsec, VP of PM, VP of AF, VP of Procurement, VP of Logistic, SSM Retail Sales SS1, SSM Retail Sales SS2
16	6 Juni 2024 / June 6, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Optimalisasi Kertapati; • Program Cost Leader di Procurement dan Logistic; • Prognosa Vol Sales Cement dan White Clay; • *Update* Piutang SMBR dan BMU; • *Update* Proyek Main Office Baturaja; • *Update* Persiapan HUT SMBR 50 Tahun	• Directors' Direction; • Kertapati Optimization Update; • Cost Leader Program in Procurement and Logistic; • Cement and White Clay Sales Volume Prognosis; • SMBR and BMU Receivables Update; • Baturaja Main Office Project Update; • SMBR 50th Anniversary Preparation Update	VP of Corsec, VP of PM, VP of AF, VP of Logistic, VP of Maintenance, VP of Procurement, SSM Retail Sales SS1, SSM Retail Sales SS2, BMU
17	13 Juni 2024 / June 13, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Pencapaian *Volume Sales* dan Prognosa *Sales*; • *Progress* Kesiapan Go Live Transaksi Royalty; • *Update* Kesiapan Rakor Dirops SIG di SMBR; • Permasalahan Tuntutan Masyarakat di Tambang Baturaja dan Jalan Batukuning	• Board of Directors' Direction; • Update on Sales Volume Achievement and Sales Prognosis; • Progress on Readiness for Royalty Transaction Go Live; • Update on Readiness for SIG Dirops Coordination Meeting at SMBR; • Issues of Community Demands at Baturaja Mine and Batukuning Road	VP of Corsec, VP of AF, VP of PM
18	20 Juni 2024 / June 20, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Laporan Kinerja Mei 2024; • *Update* Piutang; • *Update* Akses Jalan Transportasi Sumsel dan Lampung	• Board of Directors' Direction; • May 2024 Performance Report; • Receivables Update; • Update on South Sumatera and Lampung Transportation Road Access	VP of Corsec, VP of PM, VP of AF
19	3 Juli 2024 / July 3, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Proyek Kantor Pusat Baturaja; • *Update* Transportasi/Logistik di Sumsel dan Lampung; • Kesiapan Rakor Dirops SIG dan Laporan Closing Hasil SOT TPM/SHE; • Reviu Hutang Wahana	• Board of Directors' Direction; • Baturaja Head Office Project Update; • Transportation/Logistics Update in South Sumatera and Lampung; • Readiness of SIG Dirops Coordination Meeting and Closing Report of SOT TPM/SHE Results; • Wahana Debt Review	VP of Corsec, VP of Logistic, VP of Production, VP of Maintenance, VP of AF, VP of HRGA

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
20	9 Juli 2024 / July 9, 2024	14.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Volume Penjualan bulan Juni dan s.d Juni 2024; • *Update* Akses Jalan Transportasi Sumsel dan Lampung; • Laporan Kinerja bulan Juni s.d Juni 2024; • Laporan *Roadmap* Penyehatan Dapen s.d Semester I 2024; • Informasi Tambahan Mengenai Gedung Kantor	• Board of Directors' Direction; • Sales Volume Update for June and until June 2024; • Update on Transportation Road Access for South Sumatera and Lampung; • Performance Report for June until June 2024; • Dapen Health Roadmap Report until Semester I 2024; • Additional Information Regarding Office Buildings	VP of Procurement/ PGS VP of Corsec, GM of Retail Sales R2, VP of AF, VP of PM
21	2 Agustus 2024 / August 2, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi dan Ms Teams) / Hybrid (Board of Directors Meeting Room and Ms Teams)	• Tindak lanjut *Update Workshop Sales* dan Logistic; • Persiapan *Townhall*; • *Update* Piutang SMBR	• Follow-up on Sales and Logistic Workshop Updates; • Townhall Preparation; • SMBR Receivables Updates	VP of Corsec, VP of PM, VP of AF, SM of HRSD, SM of GA
22	9 Agustus 2024 / August 9, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Laporan Kinerja Bulan Julli 2024 PT BMU; • Kinerja SMBR; • *Update Progress* Capex Gedung Kantor; • *Update* Pengurangan Air Sum dan Ide PDAM serta Tindak lanjut PPKH dan Izin Clay T2	• Board of Directors' Direction; • July 2024 Performance Report of PT BMU; • SMBR Performance; • Office Building Capex Progress Update; • Update on Sum Water Reduction and PDAM Ideas and PPKH Follow-up and Clay T2 Permit	VP of Corsec, VP of Mining, VP of AF, VP of PM, VP of TP, Direktur BMU
23	29 Agustus 2024 / August 29, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Update Piutang SMBR; • Update Perbaikan Armada BMU; • Progres Kantor BTA; • *Update* Rencana MOU dan Terminal Palembang	• Board of Directors' Direction; • Update on SMBR Receivables; • Update on BMU Fleet Repair; • BTA Office Progress; • Update on MOU Plan and Palembang Terminal	VP of Corsec, VP of PM, Direktur BMU, VP of AF, VP of Maintenance, VP of Procurement
24	3 September 2024 / September 3, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Flash Report* Kinerja Agustus 2024; • *Progress* Piutang; • *Update Progress Workshop Sales* Logistik; • *Update* Produksi & *Sales* di PPJ	• Board of Directors' Direction; • Flash Report August 2024 Performance; • Receivables Progress; • Update on Logistics Sales Workshop Progress; • Update on Production & Sales at PPJ	VP of Corsec, VP of PM / PGS VP of AF, VP of Productioon, VP of IA, SM of AF
25	10 September 2024 / September 10, 2024	13.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; Laporan Kinerja Agustus 2024; • *Update* Piutang SMBR dan BMU; • Persiapan Penyusunan RKAP 2025 dan RJPP; • *Strategic Cost Reduction* Program; *Update* HUT SMBR Ke 50	• Board of Directors' Direction; August 2024 Performance Report; • Update on SMBR and BMU Receivables; • Preparation for the Preparation of RKAP 2025 and RJPP; • Strategic Cost Reduction Program; Update on SMBR's 50th Anniversary	Direktur BMU, VP of Maintenance, VP of Production, VP of PM, VP of HRGA, SM of CSR, Manager PGMR
26	3 Oktober 2024 / October 3, 2024	13.30 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Pencapaian Volume *Sales* September dan Prognosa Oktober 2024; • *Update* Piutang SMBR; • Pembentukan Komite TJSL SMBR; • *Update* Progress Gedung Kantor BTA; *Update* Penyusunan RJPP	• Board of Directors' Direction; • September Sales Volume Achievement and October 2024 Prognosis; • SMBR Receivables Update; • SMBR TJSL Committee Formation; • BTA Office Building Progress Update; RJPP Preparation Update	VP of Corsec, VP of TP, VP of PM, VP of AF, VP of Production

No	Tanggal / *Date*	Waktu / *Time*	Tempat / *Place*	Agenda		Peserta / *Participants*
27	17 Oktober 2024 / October 27, 204	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Update* Capex; • Analisis Efisiensi Struktur Biaya Operasional; • Laporan Progres Pembangunan Kantor Utama Baturaja; • Optimalisasi/Digitalisasi Antrian Jembatan Timbang; • Bahan Rapat Kerja dengan BOC	• Board of Directors' Direction; • Capex Update; • Operational Cost Structure Efficiency Analysis; • Baturaja Main Office Development Progress Report; • Weighbridge Queue Optimization/Digitization; • Work Meeting Materials with BOC	VP of Corsec, VP of PM, VP of Maintenance, VP of AF, VP of Procurement
28	6 November 2024 / November 6, 2024	13.30 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Flash Report* Oktober 2024; • *Draft* RJPP; • *Overhaul*; Pembangunan Kantor; • *Progress* KPI Library	• Board of Directors' Direction; • Flash Report October 2024; • Draft RJPP; • Overhaul; Office Construction; • Progress KPI Library	VP of Corsec, VP of PM, VP of TP, VP of Production, VP of HC & GRC, VP of AF
29	20 November 2024 / November 20, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Laporan Kinerja Bulan Oktober 2024; • *Update* Penanganan Piutang Oktober 2024; • Laporan Progres Pembangunan Gedung Kantor Utama Baturaja; • *Preparation Report* Overhaul-KL2 Tahun 2025 Pabrik Baturaja 2; • Pelaksanaan *Public Expose* (PUBEX) SMBR Tahun 2024; • *Update* Volume Penjualan Semen; • Program Optimalisasi Biaya November dan Desember Tahun 2024	• Board of Directors' Direction; • October 2024 Performance Report; • October 2024 Receivables Handling Update; • Baturaja Main Office Building Construction Progress Report; • Preparation Report Overhaul-KL2 Year 2025 Baturaja 2 Factory; • Implementation of SMBR Public Expose (PUBEX) Year 2024; • Cement Sales Volume Update; • November and December Cost Optimization Program Year 2024	VP of Corsec, VP of AF, VP of HC & GRC, VP of PM, VP of TP
30	11 Desember 2024 / December 11, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Pembahasan Lainnya; • Evaluasi Lembur Karyawan; • *Update* Penanganan Piutang November 2024; • Laporan Kinerja November 2024 dan s.d November 2024; • Laporan Hasil Pemeriksaan BPK RI Bahan Rapat Dengar Pendapat (RDP) DPR RI; • *Draft* Rencana Jangka Panjang Perusahaan (RJPP) Periode 2025-2029.	• Other Discussions; • Employee Overtime Evaluation; • Update on Handling Receivables November 2024; • Performance Report November 2024 and up to November 2024; • Audit Result Report of BPK RI, Material for Hearing Meeting (RDP) of DPR RI; • Draft of Company's Long-Term Plan (RJPP) for the Period 2025-2029.	VP of Corsec, VP of IA, VP of AF, VP of HC & GRC, VP of PM, VP of Production
31	18 Desember 2024 / December 18, 2024	09.00 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • Prognosa Kinerja Desember 2024; • *Progress* Kantor Baru SMBR; • *Update* IUP Clay 2; • Resume KJPP tentang Tanam Tumbuh T3.	• Board of Directors' Direction; • December 2024 Performance Prognosis; • SMBR New Office Progress; • Clay 2 IUP Update; • KJPP Resume on T3 Planting.	VP of TP, VP of AF, VP of PM, VP of Mining
32	27 Desember 2024 / December 27, 2024	13.30 WIB	Hybrid (Ruang Rapat Direksi PBR dan Ms Teams) / Hybrid (PBR Board of Directors Meeting Room and Ms Teams)	• Arahan Direksi; • *Potential Issues* Audit Laporan Keuangan Tahun Buku 2024; • *Update* Realisasi dan *Action Plan Roadmap* Proses Produksi Berbasis 4.0; • Realisasi dan *Action Plan* Pemberdayaan Optimalisasi Aset *Noncore* SMBR.	• Board of Directors' Direction; • Potential Issues of Audit of Financial Report for Fiscal Year 2024; • Update of Realization and Action Plan of Roadmap of Production Process Based on 4.0; • Realization and Action Plan of Empowerment of Optimization of Noncore Assets of SMBR.	VP of PM, VP of TP, VP of AF

FREKUENSI DAN KEHADIRAN DI RUPS

Frekuensi dan tingkat kehadiran Direksi dalam RUPS adalah sebagai berikut:

Tabel Frekuensi Kehadiran Direksi dalam RUPS

FREQUENCY AND ATTENDANCE AT THE GMS

The frequency and attendance rate of the Board of Directors at the GMS are as follows:

Table of Frequency of Attendance of the Board of Directors at the GMS

No	Nama / *Name*	Rapat Internal / *Internal Meeting*		
		Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Suherman Yahya	1	1	100%
2	Muhammad Syafitri	1	1	100%
3	Rahmat Hidayat	1	1	100%

PELAKSANAAN TUGAS DIREKSI 2024

Hingga 31 Desember 2024, Direksi telah menjalankan tugas dan tanggung jawab sebagai berikut:

1. Menyelenggarakan RUPS Tahunan Tahun Buku 2023 pada tanggal 29 Mei 2024.
2. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS dan Risalah Rapat Direksi.
3. Membuat Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2023.
4. Menyusun Laporan Keuangan Tahun Buku 2023, Laporan Keuangan Triwulan I/2024, Laporan Keuangan Tengah Tahun 2024, Laporan Keuangan Triwulan III/2024.
5. Menyelenggarakan *Public Expose* Tahun 2024.
6. Menyusun 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 *review* terhadap struktur organisasi.
9. Menelaah rencana program promosi dan mutasi karyawan serta remunerasi karyawan.
10. Melakukan inventarisasi aset perusahaan dan optimasi aset non produktif Perusahaan.
11. Melakukan pengawasan atas kinerja Anak Perusahaan.
12. Menyusun RKAP Tahun 2024.
13. Mengadakan pertemuan-pertemuan dan koordinasi dengan para Pemegang Saham, regulator dan pemangku kepentingan lainnya termasuk dalam rangka integrasi SMBR sebagai Op*erating Company* (OpCo) SIG.

BOARD OF DIRECTORS DUTY IMPLEMENTATION IN 2024

As of December 31, 2024, the Board of Directors has carried out the following duties and responsibilities:

1. Holding the Annual GMS for the 2023 Fiscal Year on May 29, 2024.
2. Making a List of Shareholders, Special List, Minutes of the GMS and Minutes of the Board of Directors' Meeting.
3. Making the Annual Report and Sustainability Report for the 2023 Fiscal Year.
4. Preparing the Financial Report for the 2023 Financial Year, Financial Report for Quarter I/2024, Financial Report for the Mid-Year 2024, Financial Report for Quarter III/2024.
5. Holding a Public Expose for 2024.
6. Preparing other reports periodically for shareholders, regulators and other stakeholders.
7. Identifying Company Risks and developing risk control strategies.
8. Reviewing the organizational structure.
9. Reviewing employee promotion and transfer program plans and employee remuneration.
10. Conducting an inventory of company assets and optimizing the Company's non-productive assets.
11. Supervising the performance of Subsidiaries.
12. Preparing the 2024 RKAP.
13. Holding meetings and coordinate with Shareholders, regulators and other stakeholders including in the context of integrating SMBR as the Operating Company (OpCo) of SIG.

PENILAIAN KOMITE DI BAWAH DIREKSI

Hingga 31 Desember 2024, Direksi belum memiliki atau membentuk komite. Namun dalam pelaksanaan tugas dan tanggung jawab Direksi didukung oleh unit kerja yang dipimpin oleh Vice President dan organ fungsional lainnya.

Dengan demikian, Perusahaan melakukan penilaian secara periodik terhadap efektivitas kinerja Unit Kerja seperti *Department of Internal Audit*, *Department of Corporate Secretary dan Department of HC & GRC* dan department/ unit kerja lainnya berdasarkan pencapaian *Key Performance Indicator* (KPI) yang telah ditetapkan.

PENGEMBANGAN KOMPETENSI DIREKSI

Kebijakan

Dalam rangka mendukung pelaksanaan tugas dan tanggung jawab Direksi serta bentuk dukungan untuk meningkatkan efektivitas kerja Direksi, Perusahaan senantiasa memberikan program pengembangan kompetensi. 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.

PELAKSANAAN KEGIATAN

Informasi mengenai pelaksanaan pengembangan kompetensi Direksi telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis (TUPB)" dalam Laporan Tahunan ini.

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2024, the Board of Directors had no committees. However, in performing its duties and responsibilities, the Board of Directors is supported by a work unit led by the Vice President. President and other functional organs.

In this regard, the Company periodically assesses the effectiveness of the performance of Work Units such as the Department of Internal Audit, Department of Corporate Secretary and Department of HC & GRC and other departments/work units based on the achievement of the Key Performance Indicators (KPI) that have been set.

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT

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.

ACTIVITIES

Details of the realization of the Directors' competency development are presented in the "Company Profile" chapter contained in this Annual Report.

TRANSPARANSI INFORMASI DEWAN KOMISARIS DAN DIREKSI

PENGUNGKAPAN HUBUNGAN AFILIASI ANTARA DIREKSI, DEWAN KOMISARIS, DAN PEMEGANG SAHAM UTAMA DAN/ATAU PENGENDALI

Hubungan Afiliasi Dewan Komisaris Dan Direksi

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 kolegial 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:

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS INFORMATION DISCLOSURE

AFFILIATION BETWEEN THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND MAJORITY AND/OR CONTROLLING SHAREHOLDERS

Affiliation Between the Board of Commissioners and Board of Directors

The Company's Board of Directors members, Board of Commissioners members, and Shareholders have no financial relationship, or share ownership and family relationship to each other. The Company's Board of Directors members act independently in carrying out their functions and duties of individual and collegial and hold no concurrent positions prohibited by applicable laws and regulations on GCG implementation. Details on the affiliation between the Board of Directors, Board of Commissioners, and Shareholders is as follows:

Tabel Hubungan Afiliasi Dewan Komisaris dan Direksi

Table of Affiliation of the Board of Commissioners and Board of Directors

Nama / *Name*	Hubungan Keluarga / *Familial Affiliation*						Hubungan Keuangan / *Financial Affiliation*					
	Dewan Komisaris / *Board of Commissioners*		Direksi / *Board of Directors*		Pemegang Saham / *Shareholders*		Dewan Komisaris / *Board of Commissioners*		Direksi / *Board of Directors*		Pemegang Saham / *Shareholders*	
	Ya / *Yes*	Tidak / *No*	Ya / *Yes*	Tidak / *No*	Ya / *Yes*	Tidak / *No*	Ya / *Yes*	Tidak / *No*	Ya / *Yes*	Tidak / *No*	Ya / *Yes*	Tidak / *No*
Dewan Komisaris / Board of Commissioners												
Alex Iskandar Munaf	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Chowadja Sanova	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Hadi Daryanto	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Inosentius Samsul	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Direksi / Board of Directors												
Suherman Yahya	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Muhammad Syafitri	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Rahmat Hidayat	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓

PEMEGANG SAHAM UTAMA DAN/ATAU PENGENDALI

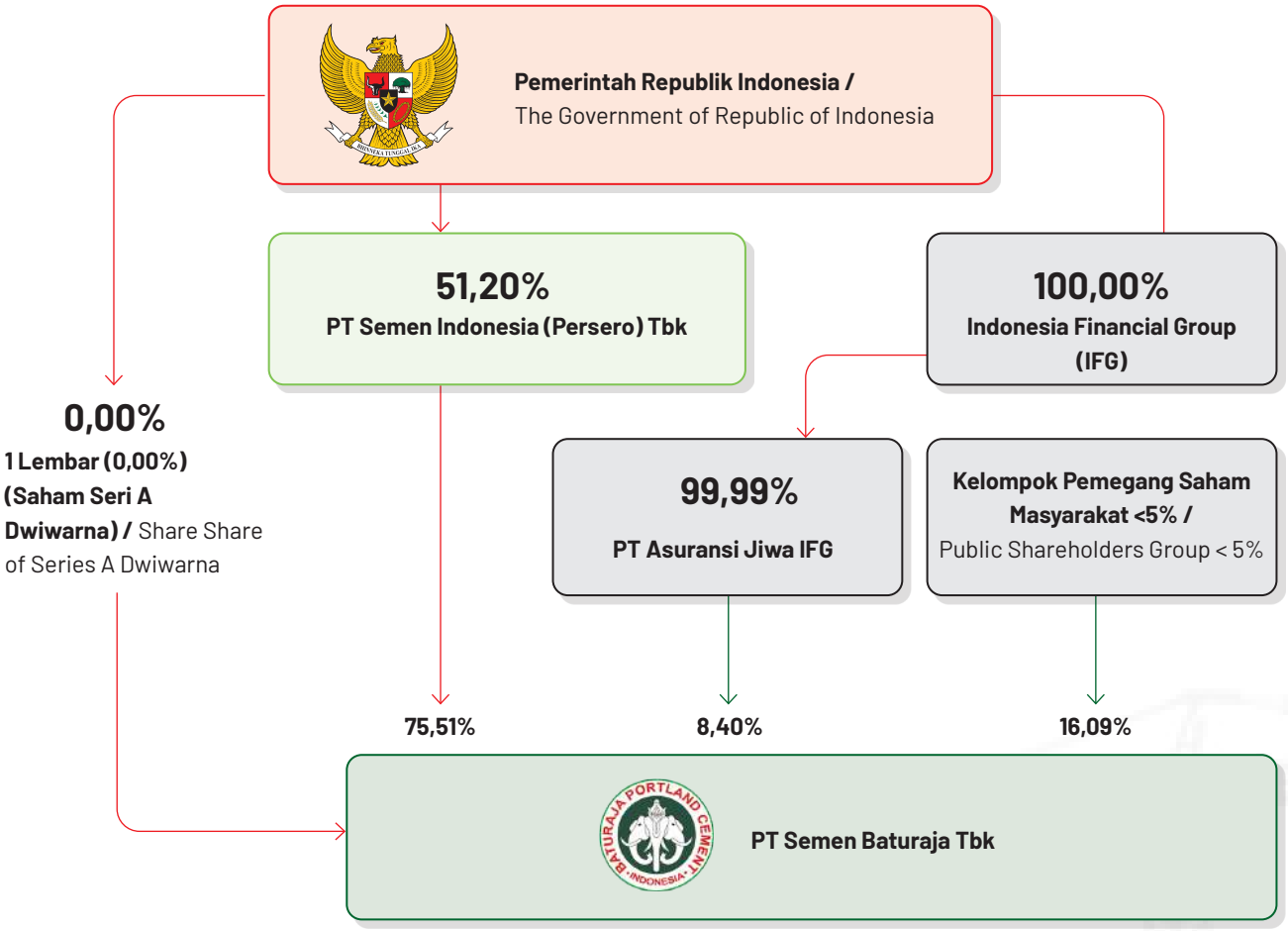
Informasi tentang Pemegang Saham Utama/Pengendali Hingga Nama Pemilik Akhir Pemegang saham utama dan pengendali Perusahaan adalah Pemerintah Indonesia dengan kepemilikan 1 lembar saham seri A Dwiwarna, dan PT Semen Indonesia (Persero) Tbk dengan kepemilikan saham seri B sebesar 75,51%. Sementara itu, sisanya dimiliki oleh

MAJORITY AND/OR CONTROLLING SHAREHOLDERS

Information about Major/Controlling Shareholders Up to the Name of the Ultimate Owner, the major and controlling shareholders of the Company are the Government of Indonesia with ownership of 1 Dwiwarna A series share, and PT Semen Indonesia (Persero) Tbk with ownership of 75.51% of B series shares with the remaining shares held by PT

PT Asuransi Jiwa IFG sebesar 8,40% dan kelompok pemegang saham masyarakat/publik kurang dari lima persen sebesar 16,60%.

Asuransi Jiwa IFG at 8.40% and public shareholders of less than five percent at 16.60%.



PENGUNGKAPAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Keberagaman komposisi Dewan Komisaris dan Direksi di Perusahaan memiliki manfaat untuk saling mengisi dan melengkapi pelaksanaan tugas dan tanggung jawab masing-masing anggota. Selain itu, keberagaman komposisi Dewan Komisaris dan Direksi dapat memberikan kontribusi dan manfaat yang signifikan bagi Perusahaan.

Dalam penerapannya, 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.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS COMPOSITION DIVERSITY

A diverse composition of the Board of Commissioners and Board of Directors in the Company shall complement and complete each member's duties and responsibilities performance while providing significant contributions and benefits to the Company.

This diverse composition is a combination of characteristics collegially or individually, in accordance with the needs of the Public Company. These characteristics can be reflected in the determination of the expertise, knowledge, and experience needed in carrying out supervisory and advisory duties by the Board of Commissioners of the Public Company.

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.

The Board's diverse composition refers to Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies, which states that the appointment of members of the Board of Directors and Board of Commissioners requires possessing knowledge and/or expertise in the field determined by the Company. The Financial Services Authority contained in the Attachment to the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Public Company Governance also stipulates that the Board of Commissioners composition must pay attention to its diversity.

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 kolegial.

A composition that takes into account the needs of Public Companies is a positive point, especially regarding decision making in the context of implementing the supervisory function which is carried out by considering various broader aspects. In this case, the Company also takes into consideration the division of duties and functions of the Board of Directors positions so that it will have an impact on the accuracy of the nomination and appointment process for individual members of the Board of Directors or collegial Directors.

Informasi keberagaman komposisi Dewan Komisaris dan Direksi adalah sebagai berikut:

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi

Information on the Board of Commissioners and Board of Directors composition diversity is as follows:

Table of Board of Commissioners and Board of Directors Composition Diversity

No	Nama / *Name*	Jabatan / *Position*	Usia / *Age*	Jenis Kelamin / *Gender*	Pendidikan / *Education*	Pengalaman / *Experience*
Dewan Komisaris / Board of Commissioners						
1	Alex Iskandar Munaf	Komisaris Utama/ Independen / President/ Independent Commissioner	63 tahun / 63 years old	Laki-laki / Male	• S3 - PhD Program Economics – American University (1986-1989) • S2 - Masters of Arts Applied Economic – American University (1984-1986) • S1 - Bachelor of Science Business Administration – American University (1981-1984)	• Komisaris Independen PT Perusahaan Listrik Negara (2021-2023) / Independent Commissioner of PT Perusahaan Listrik Negara (2021-2023) • Senior Lecturer Finance President University (2012-2018) • Executive Director ALATIEF Corporation (1993 – 1996) • Director PT BISMATEK – Business and Management Consultant (1993 – 1996) • Head of Laboratory for Economics, Management and Quantitative – Economics School for Finance and Banking of Indonesia (STEKPI) Jakarta (1991 – 1993) • Head of Finance and Banking Program, Economics School for Finance and Banking of Indonesia (STEKPI) Jakarta (1991-1993) • Teaching Assistant in Macroeconomics, The American University, Washington DC, USA (1988-1989)

No	Nama / *Name*	Jabatan / *Position*	Usia / *Age*	Jenis Kelamin / *Gender*	Pendidikan / *Education*	Pengalaman / *Experience*
2	Chowadja Sanova	Komisaris Independen / Independent Commissioner	40 tahun / 40 years old	Laki-laki / Male	• S2 - Magister Manajemen, Robert Gordon University, Aberdeen Scotland, UK (2012) • S1 - Banking and Finance, Universitas Victoria Melbourne, Australia (2006)	• Director of Operation PT Sanjaya Cipta Sejahtera (2019 - 2021) • Director of Operation 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)
3	Hadi Daryanto	Komisaris / Commissioner	67 tahun / 67 years old	Laki-laki / Male	• S3 - Doctor Ingenieur (Dr. Ing), Advanced Wood Science & Tech, Grand Ecole, Ecole National Superieur d'Ectronique & Mecanique (E.N.S.E.M) – Institute National Polytechnique de Loraine (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 Superieur D'electricite Et Mecanique), I.N.P.L (Institute National Polytechnique de Loraine) & University of Nancy - France (1985) • S1 - Forest Management dari Institut Pertanian Bogor (1981) / Bachelors in Forest Management from Institut Pertanian Bogor (1981)	• Staf Ahli Menteri Lingkungan Hidup dan Kehutanan (2017-2018) / Expert Staff to the Minister of Environment and Forestry (2017-2018) • Direktur Jenderal Perhutanan Sosial dan Kemitraan, Kementerian Lingkungan Hidup dan Kehutanan (2015-2017) / Director General of Social Forestry and Partnerships, Ministry of Environment and Forestry (2015-2017) • Berbagai jabatan lainnya di Kementerian Lingkungan Hidup dan Kehutanan (1981-2015) / Various other positions at the Ministry of Forestry (1981-2015)
4	Inosentius Samsul	Komisaris / Commissioner	59 tahun / 59 years old	Laki-laki / Male	• S3 - Ilmu Hukum Ekonomi, Universitas Indonesia (2003) / Doctoral degree in Economic Law from Universitas Indonesia (2003) • S2 Ilmu Hukum Ekonomi di Universitas Tarumanegara (1997) / Master's Degree in Economic Law from Universitas Tarumanagara (1997) • S1 Ilmu Hukum di Universitas Gadjah Mada (1989) / Bachelor's Degree in Laws from Uniiversitas Gadjah Mada (1989)	• Kepala Badan Keahlian Setjen DPR (2020) / Head of the DPR Secretariat General Expertise Agency (2020) • Kepala Pusat Perancangan UU Badan Keahlian DPR RI (2015-2020) / Head of the DPR RI Expertise Body Law Drafting Center (2015-2020) • Peneliti Bidang Hukum DPR (1995-2015) / DPR Legal Researcher (1995-2015) • Staf Setjen DPR RI (1990-1995) / Staff of the Secretariat General of the DPR RI (1990-1995)

No	Nama / *Name*	Jabatan / *Position*	Usia / *Age*	Jenis Kelamin / *Gender*	Pendidikan / *Education*	Pengalaman / *Experience*
Direksi / Board of Directors						
1	Suherman Yahya	Direktur Utama / President Director	50 tahun / 50 years old	Laki-laki / Male	S1 Teknik Elektro, Universitas Indonesia (1999) / Bachelor's Degree in Electrical Engineering, Universitas Indonesia (1999)	• Direktur (Fungsi Operasi) PT Semen Baturaja Tbk (2023) / Director of Operations at PT Semen Baturaja Tbk (2023) • Direktur Produksi & Pengembangan PT Semen Baturaja (Persero) Tbk (2022-2023) / Director of Production & Development of PT Semen Baturaja (Persero) Tbk (2022-2023) • Komisaris PT Baturaja Daya Insani Perusahaan Terafiliasi (2022 - 2023) / Commissioner of PT Baturaja Daya Insani Affiliated Company (2022 - 2023) • 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) • Ketua Tim Akuisisi Tambang Batu Kapur PT Semen Baturaja (Persero) Tbk (2018) / Head of PT Semen Baturaja (Persero) Tbk Limestone Mine Acquisition Team (2018) • Project Manager Tim Akuisisi Tambang Batubara PT Semen Baturaja (Persero) Tbk (2018) / Project Manager for Coal Mine Acquisition Team at PT Semen Baturaja (Persero) Tbk (2018) • Vice President Quality, Health, Safety and Environment (QHSE) merangkap Vice President Strategic Planning dan Project Management Office PT Semen Baturaja (Persero) Tbk (2018) / Vice President Quality, Health, Safety and Environment (QHSE) and Vice President Strategic Planning and Project Management Office PT Semen Baturaja (Persero) Tbk (2018) • Ka. Departemen Litbang PT Semen Baturaja (Persero) Tbk (2013 - 2018) / Head of R&D Department of PT Semen Baturaja (Persero) Tbk (2013-2018) • Ka. Departemen Logistik PT Semen Baturaja (Persero) Tbk (2011 – 2013) / Head of Logistics Department of PT Semen Baturaja (Persero) Tbk (2011-2013) • Kepala Biro Perencanaan Teknik Pabrik PT Semen Baturaja (Persero) Tbk (2010 – 2011) / Head of Plant Engineering Planning Bureau of PT Semen Baturaja (Persero) Tbk (2010 – 2011) • Kepala Biro Pemeliharaan PT Semen Baturaja (Persero) Tbk (2008 – 2010) / Head of Maintenance Bureau of PT Semen Baturaja (Persero) Tbk (2008-2010) • Kepala Bagian Pemeliharaan Listrik & Instrumen PT Semen Baturaja (Persero) (2003-2006) / Head of Electrical & Instrument Maintenance Section of PT Semen Baturaja (Persero) (2003-2006)

No	Nama / *Name*	Jabatan / *Position*	Usia / *Age*	Jenis Kelamin / *Gender*	Pendidikan / *Education*	Pengalaman / *Experience*
2	Muhammad Syafitri	Direktur (Fungsi Operasi) / Director of Operations	56 tahun / 56 years old	Laki-laki / Male	• S2 - Magister Manajemen, Universitas Andalas (2010) / Master's Degree in Management - Universitas Andalas (2010) • S1 - Teknik Mesin, Universitas Andalas (1993) / Bachelor's Degree in Mechanical Engineering - Universitas Andalas (1993)	• GM of Maintenance PT Semen Padang (2019 - 2023) • GM of Engineering PT Semen Padang (2018 - 2019) • GM of Plant Engineering PT Semen Padang (2017 - 2018) • GM of Production PT Semen Padang (2014 - 2017) • GM of Mining PT Semen Padang (2011 - 2014) • SM of Mechanical Maintenance PT Semen Padang (2009 - 2011)
3	Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director of Finance and HR	42 tahun / 42 years old	Laki-laki / Male	• S2 - Master of Business Administration (MBA), Universitas Gadjah Mada (2022) • S1 - Akuntansi, Perbanas Institute (2005) / Bachelor's degree in Accounting from Perbanas Institute (2005)	• Direktur Keuangan PT Semen Indonesia Beton (SIB) (2019 - 2023) / Finance Director PT Semen Indonesia Beton (SIB) (2019 - 2023) • Ketua Tim Task Force Remedial Recovery PT Semen Indonesia (Persero) Tbk (SIG) (2023 â€"Sekarang) / Head of the Remedial Recovery Task Force Team of PT Semen Indonesia (Persero) Tbk (SIG) (2023 - Present) • Komisaris Utama PT Varia Usaha Beton (VUB) (2021 - 2023) / President Commissioner of PT Varia Usaha Beton (VUB) (2021 - 2023) • Direktur Keuangan PT Topabiring Trans Logistik (Afiliasi PT Semen Tonasa (2018 - 2019) / Finance Director of PT Topabiring Trans Logistik (Affiliate of PT Semen Tonasa (2018 - 2019)

PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Informasi pengungkapan rangkap jabatan Dewan Komisaris dan Direksi adalah sebagai berikut:

Tabel Rangkap Jabatan Dewan Komisaris dan Direksi

PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Informasi pengungkapan rangkap jabatan Dewan Komisaris dan Direksi adalah sebagai berikut:

Tabel Rangkap Jabatan Dewan Komisaris dan Direksi

Nama / *Name*	Kepengurusan pada Perusahaan/Institusi Lain / *Management in Other Companies/Institutions*		
	Anggota Dewan Komisaris / *Board of Commissioners Member*	Anggota Direksi / *Board of Directors Member*	Jabatan Lainnya / *Other Positions*
Dewan Komisaris / Board of Commissioners			
Alex Iskandar Munaf	✗	✗	✓
Chowadja Sanova	✗	✗	✗
Hadi Daryanto	✗	✗	✓
Inosentius Samsul	✗	✗	✓
Direksi / Board of Directors			
Suherman Yahya	✗	✗	✓
Muhammad Syafitri	✗	✗	✗
Rahmat Hidayat	✗	✗	✓

Informasi rangkap jabatan Dewan Komisaris dan Direksi pada perusahaan atau institusi lain adalah sebagai berikut:

Information on concurrent positions of the Board of Commissioners and Directors in other companies or institutions is as follows:

Nama / *Name*	Rangkap Jabatan / *Concurrent Position*
Dewan Komisaris / Board of Commissioners	
Alex Iskandar Munaf	• Senior Lecturer Finance IPMI International Business School • Senior Lecture Finance Swiss German University
Chowadja Sanova	-
Hadi Daryanto	Staf Khusus Menteri Perdagangan Bidang Promosi Perdagangan Dalam Negeri / Expert of the Minister of Trade for Domestic Trade Promotion
Inosentius Samsul	Kepala Badan Keahlian (BK) Sekretariat Jenderal DPR RI / Head of the Expertise Body (BK) of the Secretariat General of the DPR RI
Direksi / Board of Directors	
Suherman Yahya	Ketua Dewan Pengawas Dana Pensiun Karyawan Semen Baturaja / Head of Supervisory Board of the Semen Baturaja Employee Pension Fund
Muhammad Syafitri	-
Rahmat Hidayat	Ketua Tim Task Force Remedial Recovery PT Semen Indonesia (Persero) Tbk (SIG) / Head of Remedial Recovery Task Force Team PT Semen Indonesia (Persero) Tbk (SIG)

PENGUNGKAPAN INFORMASI KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

KEBIJAKAN KEPEMILIKAN SAHAM DEWAN KOMISARIS

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 Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 yang mewajibkan Dewan Komisaris dan Direksi untuk melaporkan kepemilikan sahamnya pada BUMN bersangkutan dan perusahaan lain termasuk setiap perubahannya serta berdasarkan Peraturan OJK No. 4 tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Aktivitas Menjaminkan 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.

INFORMATION ON OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS SHARE OWNERSHIP

BOARD OF COMMISSIONERS SHARE OWNERSHIP POLICY

As part of the Company's commitment to uphold GCG values, we have a policy of disclosing the share ownership of our Board of Commissioners, in accordance with the provisions of the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 of 2023 which requires the Board of Commissioners and Directors to report their share ownership in the relevant SOEs and other companies including any changes thereto and based on OJK Regulation No. 4 of 2024 on Reports on Ownership or Any Changes in Ownership of Public Company Shares and Activities of Pledge of Public Company Shares.

In line with this commitment, the Company also adheres to the provisions outlined in the Board Manual and the Board Charter. These policies require reporting of any changes in share ownership to the Company within 3 (three) working days of the transaction and submitted to the Financial Services Authority and posted on the Indonesia Stock Exchange website.

REALISASI TAHUN BUKU

Informasi kepemilikan saham oleh Dewan Komisaris dan Direksi hingga 31 Desember 2024 adalah sebagai berikut:

Tabel Kepemilikan Saham Dewan Komisaris dan Direksi tahun 2024

FISCAL YEAR REALIZATION

Information on share ownership by the Board of Commissioners and Board of Directors until December 31, 2024 is as follows:

Table of Board of Commissioners and Board of Directors Share Ownership in 2024

Nama / *Name*	Jabatan / *Position*	Kepemilikan Saham / *Shareholding*
Dewan Komisaris / Board of Commissioners		
Alex Iskandar Munaf	Komisaris Utama/ Independen / President/Independent Commissioner	-
Chowadja Sanova	Komisaris Independen / Independent Commissioner	-
Hadi Daryanto	Komisaris / Commissioner	-
Inosentius Samsul	Komisaris / Commissioner	-
Direksi / Board of Directors		
Suherman Yahya	Direktur Utama / President Director	16.098 lembar saham (0,00016%) / 16,098 shares (0.00016%)
Muhammad Syafitri	Direktur / Director	-
Rahmat Hidayat	Direktur / Director	-

PENGUNGKAPAN INFORMASI PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Penilaian Dewan Komisaris dan Direksi dilakukan secara berkala setiap tahunnya menggunakan kriteria yang telah ditetapkan oleh Perseroan seperti pencapaian KPI (*Key Performance Indicator*) dalam RKAP (Rencana Kerja dan Anggaran Perseroan) baik secara kolektif maupun kolegial dan pencapaian asesmen penerapan GCG.

PENILAIAN KINERJA DEWAN KOMISARIS

Pelaksanaan penilaian kinerja Dewan Komisaris dilakukan setiap tahunnya oleh masing-masing anggota Dewan Komisaris melalui mekanisme penilaian sendiri (*self assessment*) berdasarkan kriteria-kriteria penilaian yang terkait dengan pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Penilaian kinerja Dewan Komisaris dan anggota Dewan Komisaris dibahas dan diputuskan dalam Rapat Dewan Komisaris dan dituangkan dalam bentuk laporan yang selanjutnya akan dievaluasi oleh pemegang saham dalam RUPS Tahunan. Hasil penilaian kinerja Dewan Komisaris dan anggota Dewan Komisaris menjadi penentu skema remunerasi dan pemberian insentif bagi anggota Dewan Komisaris, dan menjadi dasar pertimbangan bagi Pemegang Saham melalui RUPS untuk memberhentikan atau menunjuk kembali anggota Dewan Komisaris yang bersangkutan..

INFORMATION ON BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS ASSESSMENT

The assessment of the Board of Commissioners and Board of Directors is carried out periodically every year using criteria that have been set by the Company, such as the achievement of KPI (Key Performance Indicator) in the RKAP (Company Work Plan and Budget) collectively and collegially and the GCG assessment score.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

The performance assessment of the Board of Commissioners is carried out annually by each Board Member through self-assessment based on assessment criteria related to the duties and responsibilities of the Board of Commissioners. The performance assessment of the Board of Commissioners and each Board Member is discussed and decided at the Board of Commissioners Meeting and stated in the form of a report which will then be evaluated by shareholders at the Annual GMS. The results of the performance assessment of the Board of Commissioners and Board Members determine the remuneration scheme and provision of incentives for the Board Members and serve as the basis for consideration of Shareholders to dismiss or reappoint a Board Member through the GMS.

KRITERIA YANG DIGUNAKAN DALAM PENILAIAN

Kriteria penilaian kinerja Dewan Komisaris didasarkan pada hal-hal sebagai berikut:

- Efektivitas pelaksanaan program kerja komite-komite di bawah Dewan Komisaris;
- Proses pelaksanaan tugas dan tanggung jawab oleh anggota Dewan Komisaris;
- Penerapan GCG oleh anggota Dewan Komisaris;
- Kepatuhan terhadap peraturan yang berlaku.

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 rata-rata minimal 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 2024 diukur berdasarkan realisasi program kerja terhadap target Rencana Kerja Tahunan Dewan Komisaris tahun 2024.

PENILAIAN KINERJA DEWAN KOMISARIS BERDASARKAN PENILAIAN GCG

Penilaian Kinerja Dewan Komisaris dengan metode Assessment didasarkan pada penilaian dengan standar *Asean Corporate Governance Scorecard* (ASEAN CG) yang merupakan standar penerapan praktik GCG berdasarkan

ASSESSMENT CRITERIA

The Board of Commissioners performance assessment criteria are as follows:

- Effectiveness of implementation of work programs of committees under the Board;
- Duties and responsibilities implementation process by the Board members;
- Implementation of GCG by the Board members;
- Compliance with applicable regulations.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT BASED ON KPI

Key Performance Indicators (KPI) for the Board of Commissioners is a measure of assessment of the success of carrying out supervisory duties and providing advice to the Board of Directors in accordance with the provisions of the Articles of Association and applicable laws and regulations. The Board of Commissioners' Performance Assessment uses criteria that are translated into the Board of Commissioners' Key Performance Indicators (KPI) contained in the Board of Commissioners' Work Plan and Budget. The KPIs of the Board of Commissioners include:

1. **Supervision and Directive Aspects**
   a. Review/analysis of company performance.
   b. Board of Commissioners Meeting (number of meetings and minimal average attendance at meetings).
   c. Monitoring/evaluation of Production Units/ Investment Projects.
   d. Monitoring the follow-up to the Auditor's findings.
2. **Reporting Aspect**
   a. Prepare and submit the Annual Work Plan and Budget.
   b. Submit reports on the implementation of supervisory duties.
3. **Other aspect** (Competency development)

The performance assessment criteria of the Board of Commissioners during 2024 are measured based on the realization of the work program against the targets of the Board of Commissioners Annual Work Plan for 2024.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT BASED ON GCG ASSESSMENT

The Performance Assessment of the Board of Commissioners using the Assessment method is based on an assessment using the ASEAN Corporate Governance Scorecard (ASEAN CG) standard which is a standard for implementing GCG

prinsip *Organization for Economic Cooperation and Development* (OECD) yang dikeluarkan oleh ASEAN *Capital Market Forum*.

practices based on the principles of the Organization for Economic Cooperation and Development (OECD) issued by the ASEAN Capital Market Forum.

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 2024 dengan menyampaikan laporan pelaksanaan tugas pengawasan dalam laporan tahunan Perusahaan, kepada Pemegang Saham dalam RUPS yang diselenggarakan pada tahun 2025.

ASSESSMENT PROCEDURES AND ASSESSOR

The Board of Commissioners performance assessment is carried out by the General Meeting of Shareholders (GMS). The Board of Commissioners is accountable for its performance achievements for the period 2024 by submitting a report on the implementation of supervisory duties in the Company's annual report, to Shareholders in the GMS held in 2025.

Penilaian kinerja Dewan Komisaris melalui asesmen GCG juga dilakukan setiap tahunnya. Di tahun 2024, penilaian kinerja Dewan Komisaris untuk aspek GCG dilakukan oleh Konsultan Independen dari PT Cita Negeri Amanah (*Subsidiary of IICD*).

The Board of Commissioners performance assessment through GCG assessment is conducted annually. In 2024, the Board of Commissioners performance assessment for the GCG aspect was carried out by an Independent Consultant from PT Cita Negeri Amanah (Subsidiary of IICD).

HASIL DAN SKOR PENILAIAN

Pada prinsip Tanggung Jawab Dewan Komisaris (Responsibilities of The Board) terdiri atas 5 (lima) parameter kunci, dimana untuk masing-masing parameter terdiri atas beberapa parameter pengukuran. Informasi hasil dan skor penilaian Dewan Komisaris di tahun 2024 adalah sebagai berikut:

ASSESSMENT RESULTS AND SCORES

In principle, the Responsibilities of the Board of Commissioners consist of 5 (five) key parameters, where each parameter consists of several measurement parameters. Information on the results and scores of the Board of Commissioners' assessment in 2024 is as follows:

Tabel Hasil Penilaian Dewan Komisaris tahun 2024

Table of Board of Commissioners Assessment Results 2024

No	Indikator/Parameter Penentu / *Assessment Indicators/Parameters*	Jumlah Pertanyaan / *Total Questions*	Jumlah Kepatuhan terhadap Pertanyaan pada tiap Parameter / *Total Compliance to Questions on each Parameter*	Capaian (%) / *Achievement (%)*
1	Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris / Duties and Responsibilities of the Board of Directors and Board of Commissioners	6	4	66,66
2	Struktur Dewan Komisaris / Board of Commissioners Structure	24	23	95,83
3	Proses Dewan Komisaris / Board of Commissioners Process	20	16	80,00
4	Individu dalam Susunan Dewan Komisaris / Individuals in the Board of Commissioners	5	5	100
5	Kinerja Dewan Komisaris / Board of Commissioners Performance	7	7	100
Total		**62**	**55**	**88,70**

REKOMENDASI HASIL PENILAIAN

Rekomendasi hasil penilaian aspek Dewan Komisaris adalah sebagai berikut:

1. Perusahaan disarankan agar menyusun Piagam Dewan Komisaris (*Board Charter*) dan mengungkapkan informasi tersebut ke publik dalam versi Bahasa Inggris atau bilingual.
2. Pengungkapan kebijakan mengenai keputusan-keputusan perusahaan yang harus mendapatkan persetujuan Dewan Komisaris. Seperti penerbitan saham baru, akuisisi perusahaan baru dan restrukturisasi keuangan perusahaan.
3. Terkait dengan Komite Audit, disarankan untuk menambahkan peran atau fungsinya, yakni tidak hanya merekomendasikan penunjukkan Auditor Eksternal saja, namun juga sampai pada pemberian rekomendasi untuk pemberhentian auditor eksternal perusahaan. Peran atau fungsi tersebut seharusnya dapat dituangkan atau ditetapkan secara jelas dalam Piagam Komite Audit.
4. Mengajukan usulan untuk mengubah ketentuan mengenai syarat kuorum dalam rapat pengambilan keputusan oleh Dewan Komisaris, dari sebelumnya yang hanya mensyaratkan lebih dari 1/2 anggota Dewan Komisaris yang hadir dalam rapat menjadi minimal 2/3.
5. Perusahaan sebaiknya mempunyai kebijakan untuk mengirimkan bahan rapat Dewan Komisaris minimal 5 (lima) hari kerja sebelum rapat diadakan.
6. Perusahaan perlu untuk menyusun dan mengungkapkan kriteria penyeleksian/penunjukkan bagi seluruh calon anggota Dewan Komisaris perusahaan yang baru (tidak hanya bagi anggota Komisaris Independen saja).
7. Merumuskan kebijakan remunerasi dengan menetapkan standar yang terukur yang mengaitkan antara kinerja Direksi dengan kepentingan jangka panjang perusahaan, seperti adanya *claw back provision, reward* atau *deferred bonuses* yang menggunakan pengukuran-pengukuran, seperti ROE, *Cummulative Free Cash Flow, Operating Profit* atau lainnya.

PENILAIAN KINERJA DIREKSI

Pelaksanaan penilaian kinerja Direksi dilakukan setiap tahunnya oleh masing-masing Anggota Direksi melalui mekanisme penilaian sendiri (*self assessment*) berdasarkan kriteria-kriteria penilaian yang terkait dengan pelaksanaan tugas dan tanggung jawab Direksi. Penilaian kinerja Direksi

ASSESSMENT RESULT RECOMMENDATIONS

The recommendations for the results of the Board of Commissioners assessment are as follows:

1. The Company is advised to prepare a Board Charter and disclose the information to the public in English or bilingual versions.
2. Disclosure of policies regarding company decisions that must be approved by the Board of Commissioners. Such as the issuance of new shares, acquisition of new companies and financial restructuring of the company.
3. Regarding the Audit Committee, it is recommended to add its role or function, namely not only recommending the appointment of an External Auditor, but also to provide recommendations for the dismissal of the company's external auditor. This role or function should be clearly stated or stipulated in the Audit Committee Charter.
4. Submitting a proposal to change the provisions regarding the quorum requirements in decision-making meetings by the Board of Commissioners, from previously only requiring more than 1/2 of the Board of Commissioners members to be present at the meeting to a minimum of 2/3.
5. The company should have a policy to send Board of Commissioners meeting materials at least 5 (five) working days before the meeting is held.
6. The company needs to prepare and disclose the selection/appointment criteria for all new candidates for members of the company's Board of Commissioners (not only for Independent Commissioners).
8. Formulate a remuneration policy by setting measurable standards that link the performance of the Board of Directors with the company's long-term interests, such as claw back provisions, rewards or deferred bonuses that use measurements, such as ROE, Cumulative Free Cash Flow, Operating Profit or others.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The Board of Directors performance assessment is carried out annually by each Director through self-assessment based on assessment criteria related to the implementation of its duties and responsibilities. The Board of Directors performance assessment is discussed and decided in

dibahas dan diputuskan dalam Rapat Direksi dan dituangkan dalam bentuk laporan yang selanjutnya akan dievaluasi oleh pemegang saham dalam RUPS Tahunan. Hasil penilaian kinerja Direksi menjadi penentu skema remunerasi dan pemberian insentif bagi Anggota Direksi, dan menjadi dasar pertimbangan bagi Pemegang Saham melalui RUPS untuk memberhentikan atau menunjuk kembali Anggota Direksi yang bersangkutan.

the Board of Directors Meeting and is stated in the form of a report which will then be evaluated by shareholders in the Annual GMS. The results of the Board of Directors performance assessment determine the remuneration scheme and incentives for Board of Directors Members, and serve as a basis for consideration for Shareholders through the GMS to dismiss or reappoint the relevant Board Member.

KRITERIA YANG DIGUNAKAN DALAM PENILAIAN

Kriteria evaluasi kinerja Direksi ditetapkan dalam RUPS berdasarkan *Key Performance Indicator* (KPI) adalah sebagai berikut:

1. Efektivitas pelaksanaan program kerja organ-organ pendukung di bawah Direksi;
2. Proses pelaksanaan tugas dan tanggung jawab oleh Anggota Direksi;
3. Penerapan GCG oleh Anggota Direksi;
4. Kepatuhan terhadap peraturan-peraturan perundang-undangan yang berlaku serta kebijakan Perseroan;
5. Penyusunan KPI dan evaluasi pencapaiannya;
6. Tingkat kehadirannya dalam Rapat Direksi maupun Rapat Dewan Komisaris;
7. Kontribusi dalam aktivitas bisnis Perseroan;
8. Keterlibatan dalam penugasan-penugasan tertentu;
9. Komitmennya dalam memajukan kepentingan Perseroan;
10. Pencapaian target Perseroan yang tertuang dalam RKAP dan Kontrak Manajemen.

ASSESSMENT CRITERIA

The Board of Directors performance assessment criteria are determined in the GMS based on the Key Performance Indicators (KPI) as follows:

1. Effectiveness of the implementation of the work programs of the supporting organs under the Board of Directors;
2. The process of implementing duties and responsibilities by the Board of Directors Members;
3. Implementation of GCG by the Board of Directors Members;
4. Compliance with applicable laws and regulations and the Company's policies;
5. Preparation of KPIs and evaluation of their achievements;
6. Level of attendance at Board of Directors Meetings and Board of Commissioners Meetings;
7. Contribution to the Company's business activities;
8. Involvement in certain assignments;
9. Commitment to advancing the interests of the Company;
10. Achievement of the Company's targets as stated in the RKAP and Management Contract.

Target- target KPI yang tercantum dalam Kontrak Manajemen pada item adalah sebagai berikut:

The KPI targets stated in the Management Contract are as follows:

No.	*Key Performance Indicator* (KPI)	Satuan / *Unit*	Polaritas / *Polarity*	Target	Bobot / *Weight* (%)
A	**Nilai Ekonomi dan Sosial untuk Indonesia / *Economic and Social Value for Indonesia***				**70,00**
	Keuangan / *Financial*				
1.	*Opex Restrictions*	IDR Bio	Min	109,37	15,00
2.	*Variable Cost COGS Restriction*	IDR/Ton	Min	454.006,00	7,50
	Operasional / *Operational*				
3.	*Specific Electrical Energy Consumption (SEEC) up to Cement*	Kwh/ton	Min	82,23	6,00
4.	*Specific Thermal Energy Consumption (STEC)*	Kcal/Kg	Min	800,00	6,00
5.	*Clinker Faktor untuk PCC Reguler (the most economical MIC)*	%	Min	59,20	6,00
6.	Production Volume Sesuai Permintaan Penjualan / Production Volume According to Sales Demand	%	Max	100,00	6,00
7.	*Thermal Subtitution Rate* (TSR)	%	Max	2,67	6,00
	Sosial / *Social*				
8.	*Stakeholder Management*	%	Max	100,00	5,00

No.	*Key Performance Indicator* (KPI)	Satuan / *Unit*	Polaritas / *Polarity*	Target	Bobot / *Weight* (%)
9.	Implementasi TJSL / Implementation of TJSL	%	Max	80,00	5,00
10.	PROPER	%	Max	100,00	5,00
11.	*Safety Performance*	%	Max	90,00	2,50
B	**Inovasi Model Bisnis / *Business Model Innovation***				**10,00**
1.	*Sinergy Value Integrasi SIG-SMBR*	IDR Bio	Max	241,00	10,00
C	**Kepemimpinan Teknologi / *Technology Leadership***				**5,00**
1.	Plant Automation Proses Produksi Berbasis Industri 4.0 / Industry 4.0-Based Production Process Plant Automation	%	Max	90,00	5,00
D	**Peningkatan Investasi / *Investment Energize***				**5,00**
1.	Pendayagunaan/Optimalisasi Aset *Non Core* SIG / Utilization/ Optimization of Non-Core SIG Assets	IDR Bio	Max	0,52	5,00
E	**Pengembangan Talenta / *Talent Development***				**10,00**
1.	Penyelesaian *Roadmap* Penyehatan Dana Pensiun Manfaat Pasti / Completion of the Roadmap for Rehabilitation of Defined Benefit Pension Funds	%	Max	100,00	5,00
2.	Produktivitas Karyawan / Employee Productivity	Ton/Jumlah Karyawan / Tons/Total Employees	Max	4.860,00	2,50
3.	*Culture Readiness*	%	Max	100,00	2,50
	Total Bobot / *Total Weight*				**100,00**

PENILAIAN KINERJA DIREKSI BERDASARKAN PENILAIAN GCG

Penilaian Kinerja Direksi dengan metode Assessment didasarkan pada penilaian dengan standar *Asean Corporate Governance Scorecard* (ASEAN CG) yang merupakan standar penerapan praktik GCG berdasarkan prinsip *Organization for Economic Cooperation and Development* (OECD) yang dikeluarkan oleh ASEAN Capital Market Forum.

PROSEDUR DAN PIHAK YANG MELAKUKAN PENILAIAN

Penilaian terhadap kinerja Direksi dilaksanakan dengan menggunakan indikator dan kriteria yang telah ditetapkan. Direksi mempertanggungjawabkan kinerjanya selama periode 2024 pada RUPS yang akan diselenggarakan pada tahun 2025

Penilaian kinerja Direksi melalui asesmen GCG juga dilakukan setiap tahunnya. Di tahun 2024, penilaian kinerja Direksi untuk aspek GCG dilakukan oleh Konsultan Independen dari PT Cita Negeri Amanah (Subsidiary of IICD).

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT BASED ON GCG ASSESSMENT

The Board of Directors Performance Assessment based on GGC Assessment refer to ASEAN Corporate Governance Scorecard (ASEAN CG) standard which is a standard for implementing GCG practices based on the principles of the Organization for Economic Cooperation and Development (OECD) issued by the ASEAN Capital Market Forum.

ASSESSMENT PROCEDURES AND ASSESSOR

The Board of Directors performance assessment is carried out using established indicators and criteria. The Board of Directors is accountable for its performance during the 2024 period at the GMS to be held in 2025.

The Board of Directors performance assessment based on GCG assessment is carried out annually. In 2024, the Board of Directors performance assessment for the GCG aspect was carried out by an Independent Consultant of PT Cita Negeri Amanah (Subsidiary of IICD).

HASIL DAN SKOR PENILAIAN

Berdasarkan Pencapaian KPI

Perusahaan telah menetapkan capaian kinerja tahun 2024 yang dimuat dalam *Key Performance Indicator* (KPI). Perusahaan berhasil mencapai nilai 102,42 dari total keseluruhan target yang telah dicanangkan.

Hasil penilaian berdasarkan pencapaian KPI Perusahaan di tahun 2024 adalah sebagai berikut:

ASSESSMENT RESULTS AND SCORES

Based on KPI Achievement

The Company has set the 2023 performance achievement in the Key Performance Indicator (KPI). In 2024, the Company managed to realize 102.42 of the total target set.

The assessment results based on the Company's KPI achievements in 2024 are as follows:

No.	*Key Performance Indicator* (KPI)	Satuan / *Unit*	Polaritas / *Polarity*	Target	Bobot / *Weight* (%)	Realisasi / *Realization*	Pencapaian / *Achievement*	
							%	Skor / *Score*
A	**Nilai Ekonomi dan Sosial untuk Indonesia / *Economic and Social Value for Indonesia***				**70,00**			**73,34**
	Keuangan / *Financial*							
1.	*Opex Restrictions*	IDR Bio	Min	109,37	15,00	88,11	110,00%	16,50
2.	*Variable Cost COGS Restriction*	IDR/Ton	Min	454.006,00	7,50	450.060,00	100,88%	7,57
	Operasional / *Operational*							
3.	*Specific Electrical Energy Consumption (SEEC) up to Cement*	Kwh/ton	Min	82,23	6,00	78,25	105,09%	6,31
4.	*Specific Thermal Energy Consumption (STEC)*	Kcal/Kg	Min	800,00	6,00	765,92	104,45%	6,27
5.	*Clinker Faktor untuk PCC Reguler (the most economical MIC)*	%	Min	59,20	6,00	59,19	100,02%	6,00
6.	Production Volume Sesuai Permintaan Penjualan / Production Volume According to Sales Demand	%	Max	100,00	6,00	100,02	100,02%	6,00
7.	*Thermal Subtitution Rate* (TSR)	%	Max	2,67	6,00	3,18	110,00%	6,60
	Sosial / *Social*							
8.	*Stakeholder Management*	%	Max	100,00	5,00	100,00	100,00%	5,00
9.	Implementasi TJSL / Implementation of TJSL	%	Max	80,00	5,00	86,00	107,50%	5,38
10.	PROPER	%	Max	100,00	5,00	100,00	100,00%	5,00
11.	*Safety Performance*	%	Max	90,00	2,50	98,22	109,14%	2,73
B	**Inovasi Model Bisnis / *Business Model Innovation***				**10,00**			**9,92**
1.	*Sinergy Value Integrasi SIG-SMBR*	IDR Bio	Max	241,00	10,00	239,00	99,17%	9,92
C	**Kepemimpinan Teknologi / *Technology Leadership***				**5,00**			**5,38**
1.	Plant Automation Proses Produksi Berbasis Industri 4.0 / Industry 4.0-Based Production Process Plant Automation	%	Max	90,00	5,00	96,75	107,50%	5,38
D	**Peningkatan Investasi / *Investment Energize***				**5,00**			**2,88**
1.	Pendayagunaan/Optimalisasi Aset *Non Core* SIG / Utilization/Optimization of Non-Core SIG Assets	IDR Bio	Max	0,52	5,00	0,30	57,57%	2,88
E	**Pengembangan Talenta / *Talent Development***				**10,00**			**10,90**
1.	Penyelesaian *Roadmap* Penyehatan Dana Pensiun Manfaat Pasti / Completion of the Roadmap for Rehabilitation of Defined Benefit Pension Funds	%	Max	100,00	5,00	119,80	100,00%	5,50

No.	*Key Performance Indicator* (KPI)	Satuan / *Unit*	Polaritas / *Polarity*	Target	Bobot / *Weight* (%)	Realisasi / *Realization*	Pencapaian / *Achievement*	
							%	Skor / *Score*
2.	Produktivitas Karyawan / Employee Productivity	Ton/Jumlah Karyawan / Tons/Total Employees	Max	4.860,00	2,50	5.157,00	106,11%	2,65
3.	*Culture Readiness*	%	Max	100,00	2,50	150,90	110,00%	2,75
	Total Bobot / *Total Weight*				**100,00**			**102,42**

Berdasarkan Skor *Assessment* GCG

Kinerja Direksi di tahun 2024 dinilai telah berjalan dengan baik yang tercermin dalam perolehan skor *assessment* GCG pada aspek Direksi pada Indikator Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris sebesar 4 (empat) kepatuhan dari 6 (enam) pertanyaan parameter atau setara dengan persentase pencapaian sebesar 66,66%.

GCG Assessment Score

In in 2024, the Board of Directors has realized excellent performance as reflected in the GCG assessment score obtained for the Board of Directors aspect in the Indicator of Duties and Responsibilities of the Board of Directors and the Board of Commissioners of 4 (four) compliance from 6 (six) parameter questions or equivalent to an achievement percentage of 66.66%.

Tabel Hasil Penilaian Direksi tahun 2024

Table of Board of Directors Assessment Results in 2024

No	Indikator/Parameter Penentu / *Assessment Indicators/Parameters*	Jumlah Pertanyaan / *Total Questions*	Jumlah Kepatuhan terhadap Pertanyaan pada tiap Parameter / *Total Compliance to Questions on each Parameter*	Capaian (%) / *Achievement (%)*
1	Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris / Duties and Responsibilities of the Board of Directors and Board of Commissioners	6	4	66,66%
2	Struktur Dewan Komisaris / Board of Commissioners Structure	24	23	95,83%
3	Proses Dewan Komisaris / Board of Commissioners Process	20	16	80,00%
4	Individu dalam Susunan Dewan Komisaris / Individuals in the Board of Commissioners	5	5	100,00%
5	Kinerja Dewan Komisaris / Board of Commissioners Performance	7	7	100,00%
Total		**62**	**55**	**88,70%**

Penjelasan hasil *assessment* atas kinerja Direksi pada Aspek Tugas dan Tanggung Jawab Direksi adalah sebagai berikut:

Results on the Board of Directors performance assessment in the aspect of the Board of Directors' Duties and Responsibilities are described as follows:

No	Indikator/Parameter / *Indicators/Parameters*	Ya/Tidak / *Yes/No*	Skor / *Score*
1	Apakah perusahaan mengungkapkan kebijakan tata kelola perusahaan/piagam dewan? / Does the Company disclose its corporate governance policy/board charter?	Tidak	0
2	Apakah jenis keputusan yang memerlukan persetujuan direksi/komisaris diungkapkan? / Are the types of decisions that require approval from directors/ commissioners disclosed?	Tidak	0
3	Apakah peran dan tanggung jawab direksi/komisaris sudah jelas? / Are the roles and responsibilities of directors/commissioners clear?	Ya	1

No	Indikator/Parameter / *Indicators/Parameters*	Ya/Tidak / *Yes/No*	Skor / *Score*
4	Apakah perusahaan memiliki pernyataan visi dan misi yang diperbarui? / Does the Company responsibilities of directors/commissioners clear?	Ya	1
5	Apakah dewan direksi memainkan peran utama dalam proses pengembangan dan peninjauan strategi perusahaan setidaknya setiap tahun? / Does the Board of Directors play a major role in the Company's strategy development and review process at least annually?	Ya	1
6	Apakah dewan direksi memiliki proses untuk meninjau, memantau, dan mengawasi penerapan strategi perusahaan? / Does the Board of Directors have a process for reviewing, monitoring, and overseeing the implementation of the company's strategy?	Ya	1
Total		4	4

REKOMENDASI HASIL PENILAIAN

Rekomendasi hasil penilaian aspek Direksi adalah sebagai berikut:

1. Perusahaan diminta untuk mengungkapkan ke publik "*Board Charter*" dalam bahasa Inggris atau bilingual.
2. Perusahaan diharapkan untuk mengungkapan persetujuan/approval atas kejadian/transaski yang memerlukan approval dari Dewan Komisaris.

ALASAN BELUM/TIDAK DITERAPKANNYA REKOMENDASI

Rekomendasi tersebut merupakan rekomendasi hasil penilaian tahun 2024 yang hasil penilaiannya disampaikan pada tahun 2025. Tindaklanjut atas rekomendasi tersebut akan dilaksanakan pada tahun 2025 dan dilaporkan dalam Laporan Tahunan Tahun Buku 2025.

INFORMASI NOMINASI DEWAN KOMISARIS DAN DIREKSI

KEBIJAKAN & PROSEDUR NOMINASI DEWAN KOMISARIS

Mekanisme nominasi Dewan Komisaris Perusahaan mengacu kepada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. 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 Peraturan Menteri Negara Badan Usaha Milik

ASSESSMENT RESULT RECOMMENDATIONS

The recommendations for the results of the Board of Directors' assessment are as follows:

1. The Company is required to disclose to the public their "Board Charter" in English or bilingual.
2. The Company is required to disclose approval for events/transactions that require approval from the Board of Commissioners.

REASONS FOR YET/NOT IMPLEMENTING THE RECOMMENDATION

The recommendation is a recommendation based on the results of the 2024 assessment, the results of which will be submitted in 2025. Follow-up to the recommendation will be implemented in 2025 and reported in the 2025 Annual Report.

INFORMATION ON BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS NOMINATION

BOARD OF COMMISSIONERS NOMINATION POLICY & PROCEDURE

The nomination mechanism for the Company's Board of Commissioners refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises stating sources of potential candidates for the Board of Commissioners/Supervisory Board of SOEs to come from:

1. Former Director of SOE;
2. Board of Commissioners/Supervisory Board of SOEs;
3. Structural Officials and Functional Government Officials;
4. Other sources.

Prospective candidates for the Board of Commissioners who will be appointed as candidates for the Board of Commissioners must fulfill the formal requirements, material requirements, and other requirements stipulated

Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara serta Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Evaluasi pemenuhan Persyaratan Formal dan Persyaratan Lain dilakukan oleh Deputi sedangkan Penilaian pemenuhan Persyaratan Materiil, dilakukan oleh tim yang dibentuk oleh Menteri BUMN.

in Regulation of the Minister of State for State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises and Financial Services Authority Regulations No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies. Evaluation of fulfillment of Formal Requirements and Other Requirements is carried out by the Deputy, while Assessment of fulfillment of Material Requirements is carried out by a team formed by the Minister of SOEs.

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).

Candidates for the Board of Commissioners who have been declared to have met the Formal Requirements and Other Requirements and have been assessed with the "Recommended" criteria can be appointed as members of the Board of Commissioners. Before being appointed as a member of the Board of Commissioners, the concerned person must sign a statement letter resigning from another position which is prohibited from being held concurrently with the position of the Board of Commissioners starting from the time the concerned person is appointed as a Board of Commissioners member (if any).

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.

Elected members of the Board of Commissioners/ Supervisory Board sign a statement letter containing their ability to carry out their duties properly and are willing to be dismissed at any time based on the considerations of the Minister/ GMS.

KEBIJAKAN & PROSEDUR NOMINASI DIREKSI

Mekanisme nominasi Direksi Perusahaan mengacu kepada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Sumber Talenta Direksi BUMN berasal dari:

1. Talenta Kementerian BUMN
   a. Pejabat pimpinan tinggi madya;
   b. Pejabat pimpinan tinggi pratama; dan/atau
   c. Jabatan administrator serta pejabat fungsional yang memiliki jenjang paling rendah setara dengan pejabat administrator.
2. Talenta BUMN
   a. Direksi BUMN;
   b. Karyawan yang jabatannya 1 (satu) tingkat di bawah Direksi BUMN;

BOARD OF DIRECTORS NOMINATION POLICY & PROCEDURE

The nomination mechanism of the Company's Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises stating SOE Board of Directors shall come from:

1. Ministry of State-Owned Enterprises Talent;
   a. Middle leadership officials;
   b. Junior leadership officials; and/or
   c. Administrator positions and functional officials whose lowest level is equivalent to administrator officials.
2. SOE Talent
   a. SOE Directors;
   b. employees whose positions are 1 (one) level below the SOE Directors;

c. Direksi atau karyawan yang jabatannya 1(satu) tingkat di bawah Direksi pada Anak Perusahaan/perusahaan patungan BUMN yang berkontribusi signifikan dan/ atau bernilai strategis bagi BUMN; dan/atau
d. Direksi atau karyawan yang jabatannya 1 (satu) tingkat di bawah Direksi pada Anak Perusahaan yang diperlakukan sama dengan BUMN sesuai dengan ketentuan peraturan perundang-undangan.

3. Talenta Eksternal

Bakal calon Direksi yang akan ditetapkan menjadi calon Direksi juga harus memenuhi persyaratan formal dan persyaratan lain yang ditetapkan dalam Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara 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.

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Penetapan remunerasi bagi Dewan Komisaris dan Direksi Perusahaan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan Surat Direktur Keuangan dan Manajemen Portofolio PT Semen Indonesia (Persero) Tbk Nomor 001525/SM/ SUP/50000793/2000/09.2024 tanggal 25 September 2024 tentang Penetapan Tantiem Tahun Buku 2023 serta Gaji Direksi dan Honorarium Dewan Komisaris berikut Tunjangan dan Fasilitas Lainnya untuk Tahun Buku 2024.

c. Directors or employees whose position is 1 (one) level below the Directors in SOE Subsidiaries/joint companies who contribute significantly and/or have strategic value to SOEs; and/or
d. Directors or employees whose positions are 1 (one) level below the Directors in Subsidiaries are treated the same as SOE in accordance with the provisions of laws and regulations.

3. External Talent

Prospective Director candidates who will be appointed as Director candidates must also fulfill the formal requirements and other requirements stipulated in Regulation of the Minister of State for State-Owned Enterprises No. PER-3/ MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises and Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies and has passed the Fit and Proper Test.

Candidates who have passed the Fit and Proper Test must sign a Management Contract before their appointment as a member of the Board of Directors is confirmed. Elected members of the Board of Directors sign a statement letter containing their ability to carry out their duties properly and are willing to be dismissed at any time based on the considerations of the Minister/ GMS.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

The determination of remuneration for the Company's Board of Commissioners and Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises and the Letter of the Director of Finance and Portfolio Management of PT Semen Indonesia (Persero) Tbk Number 001525/SM/ SUP/50000793/2000/09.2024 dated September 25, 2024, on the Determination of Tantiem for the 2023 Fiscal Year and the Salary of the Board of Directors and Honorarium of the Board of Commissioners along with Allowances and Other Facilities for the 2024 Fiscal Year.

PROSEDUR PENGUSULAN REMUNERASI BAGI DEWAN KOMISARIS DAN DIREKSI

Prosedur pengusulan remunerasi Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

- Dewan Komisaris Menelaah Remunerasi dari Perusahaan dengan Bidang Usaha & Status yang Sama;
- Dewan Komisaris Melakukan Pembahasan Lanjutan dan Finalisasi Rekomendasi;
- Dewan Komisaris Membahas Rekomendasi atas Remunerasi yang akan diusulkan dan Persetujuan dari Pemegang Saham Seri A Dwiwarna atau Kuasanya;
- Penyampaian Usulan & Rekomendasi Remunerasi dalam RUPS;
- Persetujuan Pemegang Saham dalam RUPS;

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION PROCEDURE

The procedure for proposing remuneration for the Company's Board of Commissioners and Directors is as follows:

- Board of Commissioners Reviews Remuneration from Companies with the Same Business & Status;
- Board of Commissioners Holds Further Discussion and Finalizes Recommendations;
- Board of Commissioners Discusses Recommendations on the Proposed Remuneration and Seeks Approval from the Series A Dwiwarna Shareholders or their Proxies;
- Submission of Remuneration Proposals & Recommendations at the GMS;
- Shareholders Approval at the GMS;

Dewan Komisaris Menelaah Remunerasi dari Perusahaan dengan Bidang Usaha & Status yang Sama /
The Board of Commissioners Reviews Remuneration from Companies with the Same Business Field & Status

↓

Dewan Komisaris Melakukan Pembahasan Lanjutan dan Finalisasi Rekomendasi /
Board of Commissioners Conducts Follow-up Discussions and Finalizes Recommendations

↓

Dewan Komisaris Membahas Rekomendasi atas Remunerasi yang Akan Diusulkan dan Persetujuan dari Pemegang Saham Seri A Dwiwarna atau Kuasanya /
The Board of Commissioners Discusses Recommendations on Proposed Remuneration and Approval from Series A Dwiwarna Shareholders or their Proxies

↓

Penyampaian Usulan & Rekomendasi Remunerasi dalam RUPS /
Submission of Remuneration Proposals & Recommendations at the GMS

↓

Persetujuan Pemegang Saham dalam RUPS /
Shareholder approval at the GMS

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 mechanism for proposing remuneration for the Board of Commissioners and Board of Directors is as follows:

1. The Board of Commissioners reviews the remuneration provided in the market for the work in question at other companies with the same line of business and status.
2. Taking into account the Company's business performance and the contribution of each individual, discussions are then carried out by the Board of Commissioners to prepare recommendations.
3. Remuneration proposals from the Board of Commissioners are submitted to shareholders for discussion and approval at the GMS..

PROSEDUR PENETAPAN REMUNERASI BAGI DEWAN KOMISARIS DAN DIREKSI

Prosedur penetapan remunerasi bagi Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

- Keputusan RUPS terkait Pendelegasian Wewenang kepada Kuasa Pemegang Saham Seri A Dwiwarna & Dewan Komisaris untuk Menetapkan Besaran Penghasilan Dewan Komisaris & Direksi;
- Pengkajian Usulan Besaran Penghasilan Dewan Komisaris & Direksi;
- Surat Dewan Komisaris kepada Kuasa Pemegang Saham Seri A Dwiwarna perihal Usulan Penghasil Dewan Komisaris & Direksi;
- Surat Penetapan oleh kuasa Pemegang Saham Seri A Dwiwarna atas Penghasilan Dewan Komisaris & Direksi;
- Surat Dewan Komisaris kepada Direksi terkait Penetapan Penghasilan Direksi & Dewan Komisaris;

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION DETERMINATION PROCEDURE

The procedure for determining remuneration for the Company's Board of Commissioners and Board of Directors is as follows:

- GMS Resolution regarding Delegation of Authority to the Proxy of Series A Dwiwarna Shareholders & Board of Commissioners to Determine the Amount of Income of the Board of Commissioners & Board of Directors;
- Review of Proposed Amount of Income for the Board of Commissioners & Directors;
- Letter from the Board of Commissioners to the Attorney of the Series A Dwiwarna Shareholders regarding the Proposal of the Board of Commissioners & Board of Directors Income;
- Letter of Determination by the power of attorney of the Series A Dwiwarna Shareholder regarding the Income of the Board of Commissioners & Directors;
- Letter from the Board of Commissioners to the Board of Directors regarding the Determination of Income for the Board of Directors & Board of Commissioners;

Keputusan RUPS terkait Pendelegasian Wewenang kepada Kuasa Pemegang Saham Seri A Dwiwarna & Dewan Komisaris untuk Menetapkan Besaran Penghasilan Dewan Komisaris & Direksi / GMS Resolution regarding Delegation of Authority to Proxies of Series A Dwiwarna Shareholders & the Board of Commissioners to Determine the Income of the Board of Commissioners & Board of Directors

↓

Pengkajian Usulan Besaran Penghasilan Dewan Komisaris & Direksi /
Review of proposed income levels for the Board of Commissioners & Board of Directors

↓

Surat Dewan Komisaris kepada Kuasa Pemegang Saham Seri A Dwiwarna perihal Usulan Penghasil Dewan Komisaris & Direksi / Letter from the Board of Commissioners to the Proxies of Series A Dwiwarna Shareholders regarding Proposed Results from the Board of Commissioners & Board of Directors

↓

Surat Penetapan oleh kuasa Pemegang Saham Seri A Dwiwarna atas Penghasilan Dewan Komisaris & Direksi / Letter of Determination by the proxy of the Series A Dwiwarna Shareholder on the Income of the Board of Commissioners & Board of Directors

↓

Surat Dewan Komisaris kepada Direksi terkait Penetapan Penghasilan Direksi & Dewan Komisaris / Letter from the Board of Commissioners to the Board of Directors regarding Determination of the Income of the Board of Directors & Board of Commissioners

Mekanisme penetapan remunerasi didasari dengan kajian yang memperhatikan hal-hal sebagai berikut:

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 remuneration determination mechanism is based on reviews that takes into account the following matters:

1. Financial performance results and fulfillment of reserves as regulated in applicable laws and regulations.
2. Fairness with peer group.
3. Consideration of 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 always provides appropriate rewards in the form of income that motivates the Board of Commissioners and Board of Directors for their contribution to the Company. Remuneration for the Board of Commissioners and Board of Directors is not only based on the annual Key Performance Indicator (KPI), but also short- and long-term achievements as a result of the system that has been established.

Dewan Komisaris menyampaikan usulan tersebut kepada Kementerian BUMN selaku Pemegang Saham Seri A Dwiwarna dan PT Semen Indonesia (Persero) Tbk selaku Pemegang Saham Seri B Terbanyak melalui Surat No. S-20/DK-SB/ V/2024 tanggal 15 Mei 2024 perihal Usulan Pemberian Tantiem Tahun Buku 2023 dan Penghasilan/Remunerasi Tahun Buku 2024 bagi Direksi dan Dewan Komisaris PT Semen Baturaja Tbk. Persetujuan Pemegang Saham Seri B Terbanyak selaku kuasa Pemegang Saham Seri A Dwiwarna melalui surat Direktur Keuangan dan Manajemen Portofolio PT Semen Indonesia (Persero) Tbk Nomor 001525/SM/SUP/50000793/2000/09.2024 tanggal 25 September 2024 tentang Penetapan Tantiem Tahun Buku 2023 serta Gaji Direksi dan Honorarium Dewan Komisaris berikut Tunjangan dan Fasilitas Lainnya untuk Tahun Buku 2024..

The Board of Commissioners submitted the proposal to the Ministry of SOEs as the Holder of Series A Dwiwarna Shares and PT Semen Indonesia (Persero) Tbk as the Holder of the Most Series B Shares through Letter No. S-20/DK-SB/V/2024 dated May 15, 2024, regarding the Proposal for the Provision of Bonuses for the 2023 Fiscal Year and Income/Remuneration for the 2024 Fiscal Year for the Board of Directors and Board of Commissioners of PT Semen Baturaja Tbk. Approval of the Most Series B Shareholder as the attorney for the Series A Dwiwarna Shareholder through letter from the Director of Finance and Portfolio Management of PT Semen Indonesia (Persero) Tbk Number 001525/SM/SUP/50000793/2000/09.2024 dated September 25, 2024, on the Determination of Tantiem for the 2023 Fiscal Year as well as the Salary of the Board of Directors and Honorarium for the Board of Commissioners along with Allowances and Other Facilities for the 2024 Fiscal Year.

Remunerasi Dewan Komisaris dan Direksi PT Semen Baturaja Tbk tahun 2024 diusulkan kepada RUPS Tahunan pada tanggal 29 Mei 2024 pada mata acara ke tiga, yakni Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2024, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2023. Berikut hasil keputusan RUPST tersebut:

1. Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna melalui PT Semen Indonesia (Persero) Tbk selaku Kuasanya guna menetapkan besarnya tantiem untuk Tahun Buku 2023, serta menetapkan honorarium, tunjangan dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2024; dan
2. Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Semen Indonesia (Persero)

The remuneration of the Board of Commissioners and Board of Directors of PT Semen Baturaja Tbk in 2024 was proposed to the Annual GMS on May 29, 2024 in the third agenda item, namely Determination of Salary/Honorarium along with Facilities and Allowances for the Company's Directors and Board of Commissioners for the 2024 Fiscal Year, as well as Tantiem/Performance Incentives/Special Incentives for the Company's Directors and Board of Commissioners for the 2023 Financial Year Performance. The following are the results of the GMS decisions:

1. Approved to delegate authority and power of attorney to Series A Dwiwarna Shareholders through PT Semen Indonesia (Persero) Tbk as their Proxy to determine the amount of the bonus for the 2023 Fiscal Year, as well as determine the honorarium, allowances, and facilities for members of the Board of Commissioners for 2024; and
2. Approved to delegate authority and power to the Board of Commissioners by first obtaining written approval from PT Semen Indonesia (Persero) Tbk as the Proxy for Series

Tbk selaku Kuasa Pemegang Saham Seri A Dwiwarna guna menetapkan besarnya tantiem untuk Tahun Buku 2023, serta menetapkan gaji, tunjangan dan fasilitas bagi Direksi untuk tahun 2024.

A Dwiwarna Shareholders to determine the amount of the bonus for the 2022 Fiscal Year, as well as determining the salaries, allowances and facilities for the Board of Directors for in 2024.

Berdasarkan keputusan RUPS Tahunan Tahun Buku 2024 tersebut, Pemegang Saham menyetujui terkait usulan di atas. Dengan mengacu pada keputusan RUPS dan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan Surat Direktur Keuangan dan Manajemen Portofolio PT Semen Indonesia (Persero) Tbk Nomor 001525/SM/SUP/50000793/2000/09.2024 tanggal 25 September 2024 tentang Penetapan Tantiem Tahun Buku 2023 serta Gaji Direksi dan honorarium Dewan Komisaris berikut Tunjangan dan Fasilitas Lainnya untuk Tahun Buku 2024 yang mengatur antara lain:

1. Besaran Gaji/Honorarium, Tunjangan, dan Fasilitas untuk Direksi dan Dewan Komisaris Tahun Buku 2024;
2. Total Tantiem beserta proporsi pembagiannya untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2023;
3. Dasar penetapan tunjangan dan/atau fasilitas bagi Dewan Komisaris dan Direksi mengacu pada Surat dari Asisten Deputi Bidang Jasa Infrastruktur Kementerian BUMN RI 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.

Based on the Annual GMS resolution for the 2024 Fiscal Year, the Shareholders approved the proposal above. Referring to the GMS resolution and the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises and the Letter of the Director of Finance and Portfolio Management of PT Semen Indonesia (Persero) Tbk Number 001525/SM/SUP/50000793/2000/09.2024 dated September 25, 2024, on the Determination of Tantiem for the 2023 Fiscal Year as well as the Salary of the Directors and Honorarium of the Board of Commissioners along with Other Allowances and Facilities for the 2024 Fiscal Year which regulates among others:

1. Amount of Salary/Honorarium, Allowances, and Facilities for the Directors and Board of Commissioners for the 2024 Fiscal Year;
2. Total Tantiem along with the proportion of its distribution for the Directors and Board of Commissioners for the performance of the 2023 Fiscal Year;
3. The basis for determining allowances and/or facilities for the Board of Commissioners and Board of Directors refers to the Letter from the Assistant Deputy for Infrastructure Services of the Ministry of SOEs of the Republic of Indonesia No. SR-45/Wk2.MBU.D/08/2022 dated August 31, 2022, on the Determination of Income for the Board of Directors and Board of Commissioners of PT Semen Baturaja Tbk in 2022.

DASAR PENETAPAN

Dasar penetapan remunerasi Dewan Komisaris dan Direksi mengacu pada Surat Direktur Keuangan dan Manajemen Portofolio PT Semen Indonesia (Persero) Tbk Nomor 001525/SM/SUP/50000793/2000/09.2024 tanggal 25 September 2024 tentang Penetapan Tantiem Tahun Buku 2023 serta Gaji Direksi dan Honorarium Dewan Komisaris berikut Tunjangan dan Fasilitas Lainnya untuk Tahun Buku 2024.

BASIS FOR DETERMINATION

Remuneration of the Board of Commissioners and Board of Directors is determined based onthe Letter of the Director of Finance and Portfolio Management of PT Semen Indonesia (Persero) Tbk No. 001525/SM/SUP/50000793/2000/09.2024 dated September 25, 2024, on the Determination of Tantiem for the 2023 Fiscal Year as well as the Salary of the Board of Directors and Honorarium for the Board of Commissioners along with Allowances and Other Facilities for the 2024 Fiscal Year.

Komponen Gaji/Honorarium, Tunjangan dan Fasilitas ditetapkan untuk tahun 2024 adalah sebagai berikut:

The components of Salary/Honorarium, Allowances and Facilities set for 2024 are as follows:

Komponen Remunerasi / *Remuneration Components*			
Dewan Komisaris / *Board of Commissioners*		**Direksi / *Board of Directors***	
Komponen / *Component*	**Keputusan / *Decision***	**Komponen / *Component***	**Keputusan / *Decision***
Honorarium	• Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama. / The President Commissioner's honorarium is set at 45% of the President Director's salary. • Honorarium Anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama. / The honorarium for members of the Board of Commissioners is set at 90% of the Honorarium for the President Commissioner..	Gaji / Salary	• Gaji Direktur Utama ditetapkan sebesar Rp190.000.000 (seratus sembilan puluh juta rupiah) per bulan. / The President Director's salary is set at Rp190,000,000 (one hundred and ninety million rupiah) per month. • Gaji Anggota Direksi lainnya ditetapkan sebesar 85% dari gaji Direktur Utama. / The salaries of other members of the Board of Directors are set at 85% of the salary of the President Director's.
Tunjangan / Allowance			
Tunjangan Hari Raya Keagamaan / Religious Holiday Allowance	1 (satu) kali Honorarium / 1 (one) time Honorarium	Tunjangan Hari Raya Keagamaan / Religious Holiday Allowance	1 (satu) kali gaji / 1 (one) time salary
Asuransi Purna Jabatan / Post-employment insurance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari honorarium dalam 1 Tahun / The premium borne by the Company is 25% of the honorarium in 1 year	Asuransi Purna Jabatan / Post-employment insurance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari Gaji dalam 1 Tahun / The premium borne by the Company is 25% of the salary in 1 year
Tunjangan Transportasi / Transportation Allowance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari honorarium dalam 1 Tahun / The premium borne by the Company is 25% of the honorarium in 1 year	Tunjangan Perumahan / Housing Allowance	Rp25.000.000 per bulan / Rp25,000,000 per month
Fasilitas / Facilities			
Fasilitas Kesehatan / Healthcare	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian *(at cost)* / In the form of health insurance or reimbursement of medical expenses at cost	Fasilitas Kendaraan / Transportation Facility	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan / 1 (one) unit along with maintenance costs and operational costs, taking into account the Company's financial condition
Fasilitas Bantuan Hukum / Legal Aid	Sebesar pemakaian *(at cost)*	Fasilitas Kesehatan / Healthcare	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan *(at cost)* / In the form of health insurance or reimbursement of medical expenses (at cost)
		Fasilitas Bantuan Hukum / Legal Aid	Sebesar pemakaian *(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.

Struktur remunerasi masing-masing Dewan Komisaris di tahun 2024 adalah sebagai berikut:

BOARD OF COMMISSIONERS REMUNERATION

Remuneration Structure

The Board of Commissioners remuneration structure consists of salary, allowances and facilities that are fixed. Remuneration for each Board Member may differ according to the duties and responsibilities of each Commissioner. The total amount of remuneration received by members of the Board of Commissioners is reported by the Company in the GMS.

The remuneration structure of each Board of Commissioners in 2024 is as follows:

Nama / *Name*	Jabatan / *Position*	Periode Jabatan / *Term of Office*	Gaji Per Bulan / *Monthly Salary*	Tunjangan Hari Raya / *Religious Holiday allowance*	Tunjangan Per Bulan / *Monthly Allowance*	Total Remunerasi 2024 / *Total Remuneration in 2024*
Alex Iskandar Munaf	Komisaris Utama/ Independen / President/ Independent Commissioner	08 November 2023 - RUPS 2028 / November 8, 2023 - 2028 GMS	85.500.000	85.500.000	17.100.000	1.316.700.000
Chowadja Sanova	Komisaris Independen / Independent Commissioner	27 Mei 2021 - RUPS 2026 / May 27, 2021 - 2026 GMS	76.950.000	76.950.000	18.723.333	1.225.030.000
Hadi Daryanto	Komisaris / Commissioner	24 Januari 2023 - RUPS 2028 / January 24, 2023 - 2028 GMS	76.950.000	76.950.000	15.390.000	1.224.680.056
Inosentius Samsul	Komisaris / Commissioner	08 November 2023 - RUPS 2028 / November 8, 2023 - 2028 GMS	76.950.000	76.950.000	15.390.000	1.185.030.000

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.

Performance Bonus

Forms of appreciation for the performance of the Board of Commissioners are also given performance bonuses in the form of tantiem and variable performance incentives (merit ratings) which are given by taking into account the Company's performance factors and financial capabilities as well as other relevant factors. The bonus given to the Board of Commissioners is determined in accordance with the Company's performance and KPI achievements for the Board.

Pendapatan tantiem (setelah pajak) Dewan Komisaris Perusahaan pada tahun 2024 adalah sebagai berikut:

The Company's Board of Commissioners tantiem (after tax) in 2024 is as follows:

Nama / *Name*	Jabatan / *Position*	Nilai Tantiem (Rp) / *Tantiem Value (Rp)*
Alex Iskandar Munaf	Komisaris Utama/ Independen / President/ Independent Commissioner	38.901.643
Chowadja Sanova	Komisaris Independen / Independent Commissioner	227.057.675
Hadi Daryanto	Komisaris / Commissioner	212.749.931
Inosentius Samsul	Komisaris / Commissioner	35.484.607

REMUNERASI DIREKSI

Pengungkapan Indikator Untuk Penetapan Remunerasi Direksi

Berdasarkan keputusan RUPS Tahunan Tahun Buku 2024 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.

BOARD OF DIRECTORS REMUNERATION

Board of Directors Remuneration Indicator

Based on the 2024 Annual GMS resolution and the regulations regarding remuneration issued by the Ministry of SOEs, the Board of Directors' remuneration is determined by the following indicators:

1. Business scale;
2. Business complexity factor;
3. Inflation rate;
4. The Company's financial condition and capabilities;
5. Other relevant factors, including the general level of income in similar industries.
6. Compliance with statutory regulations.

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.

RELATIONS BETWEEN BOARD OF DIRECTORS REMUNERATION AND COMPANY PERFORMANCE

In determining the remuneration of the Board of Directors, a review has been carried out taking into account aspects of the Company's performance, including:

1. Financial performance results and fulfillment of reserves as regulated in applicable laws and regulations.
2. Fairness with peer groups.
3. Consideration of the Company's long-term goals and strategies.
4. Short- and long-term achievements as a result of the established system.

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 Structure

The remuneration structure of the Board of Directors consists of salary, allowances and facilities that are fixed. The remuneration for each Director may differ according to the duties and responsibilities of each Director. The total amount of remuneration received by each Director is reported by the Company in the GMS.

Struktur remunerasi masing-masing Direksi Perusahaan pada tahun 2024 adalah sebagai berikut:

The remuneration structure of each of the Company's Directors in 2024 is as follows:

Nama / Name	Jabatan / *Position*	Periode Jabatan / *Term of Office*	Gaji Per Bulan / *Monthly Salary*	Tunjangan Hari Raya / *Religious Holiday allowance*	Tunjangan Per Bulan / *Monthly Allowance*	Total Remunerasi 2024 / *Total Remuneration in 2024*
Suherman Yahya	Direktur Utama / President Director	08 November 2023 – RUPS 2027 / November 8, 2023 - 2027 GMS	190.000.000	190.000.000	3.304.171	2.509.650.056
Muhammad Syafitri	Direktur (Fungsi Operasi) / Director of Operations	08 November 2023 - RUPS 2028 / November 8, 2023 - 2028 GMS	161.500.000	161.500.000	0	2.198.798.488
Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director of Finance and HC	08 Mei 2023 – RUPS 2028 / May 8, 2023 – 2028 GMS	161.500.000	161.500.000	3.304.171	2.139.150.056

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

Besides remuneration, the Board of Directors also receive performance bonuses in the form of tantiem and variable performance incentives (merit rating) by taking into account the Company's performance and financial capabilities as well as other relevant factors. The amount of bonuses to the Board of Directors members is determined based on the Company's performance and the achievement of the Board of Directors KPI.

Pendapatan tantiem (setelah pajak) masing-masing Direksi Perusahaan pada tahun 2024 adalah sebagai berikut:

The tantiem (after tax) of each Director of the Company in 2024 is as follows:

Nama / *Name*	Jabatan / *Position*	Nilai Tantiem (Rp) / *Tantiem Value (Rp)*
Suherman Yahya	Direktur Utama / President Director	469.571.517
Muhammad Syafitri	Direktur (Fungsi Operasi) / Director of Operations	71.494.911
Rahmat Hidayat	Direktur (Fungsi Keuangan dan SDM) / Director of Finance and HC	301.977.735

Kompensasi Jangka Panjang

Di tahun 2024, tidak terdapat kompensasi jangka panjang yang diberikan kepada Dewan Komisaris dan Direksi.

Long Term Compensation

In 2024, there were no long-term compensation provided to the Board of Commissioners and Board of Directors.

ORGAN PENDUKUNG DEWAN KOMISARIS

SUPPORTING ORGANS OF BOARD OF COMMISSIONERS

SEKRETARIS 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-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Sekretariat Dewan Komisaris dibentuk dan bertanggung jawab kepada Dewan Komisaris. Dewan Komisaris berwenang untuk mengangkat dan memberhentikan Sekretaris Dewan Komisaris.

SECRETARY TO BOARD OF COMMISSIONERS

The Board of Commissioners has a designated Secretary to the Board of Commissioners who supports and carries out secretarial duties for the Board. The information of the Secretary to the Board of Commissioners is based on the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The Secretariat of the Board of Commissioners is formed and is responsible to the Board of Commissioners. The Board of Commissioners holds the authority to appoint and dismiss the Secretary to the Board of Commissioners.

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.

The Secretariat to the Board of Commissioners consists of 1 (one) Secretary to the Board of Commissioners as the head of the Secretariat, who may be assisted by 1 (one) or 2 (two) members of the Secretariat.

TUGAS DAN WEWENANG SEKRETARIS DEWAN KOMISARIS

SECRETARY OF THE BOARD OF COMMISSIONERS DUTIES AND AUTHORITIES

Tugas

Sekretaris Dewan Komisaris memiliki tugas sebagai berikut:

1. Membantu Dewan Komisaris dalam menjaga agar pelaksanaan tata tertib Dewan Komisaris secara teknis dapat dilakukan secara tertib.
2. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris.
3. Membuat Risalah Rapat baik rapat internal Dewan Komisaris maupun rapat bersama Dewan Komisaris dengan Direksi.

Duties

The Secretary to the Board of Commissioners has the following duties:

1. Assist the Board of Commissioners in ensuring that the implementation of the Board of Commissioners' rules and regulations can technically be carried out in an orderly manner.
2. Prepare meetings, including briefing sheets for the Board of Commissioners.
3. Prepare minutes of meetings, both internal meetings of the Board of Commissioners and joint meetings between the Board of Commissioners and the Board of Directors.

4. Menyampaikan kepada Komisaris Utama setiap surat yang masuk ke Kesekretariatan Dewan Komisaris untuk mendapatkan disposisi dari Komisaris Utama.
5. Setiap surat yang ditandatangani oleh Dewan Komisaris harus terlebih dahulu dikoreksi dan diparaf oleh Sekretaris Dewan Komisaris.
6. Mengadministrasikan dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat, maupun dokumen lainnya.
7. Menyusun rancangan Rencana Kerja dan Anggaran Dewan Komisaris.
8. Menyusun Rancangan Laporan-laporan Dewan Komisaris.
9. Dalam melaksanakan tugasnya Sekretariat Dewan Komisaris apabila diperlukan dapat dibantu oleh staf Kesekretariatan Dewan Komisaris yang keberadaannya diangkat atau diberhentikan oleh Dewan Komisaris.
10. Untuk setiap Komite-komite, Sekretaris Dewan Komisaris diminta membantu demi kelancaran tugas-tugas dimaksud.
11. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan Komite Dewan Komisaris.
12. Melaksanakan tugas lain dari Dewan Komisaris.

Wewenang

Sekretaris Dewan Komisaris memiliki wewenang sebagai berikut:

1. Mengatur tata tertib kegiatan kesekretariatan Dewan Komisaris;
2. Memastikan dokumen penyelenggaraan kegiatan tersimpan dengan baik di Perseroan.
3. Mengundang dan mengadakan rapat sebatas kepentingan di lingkungan kesekretariatan Dewan Komisaris atau sesuai dengan perintah dari Dewan Komisaris;
4. Setiap akhir tahun memberikan penilaian atas prestasi kerja staf Kesekretariatan Dewan Komisaris;
5. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
6. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
7. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
8. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.

4. Submit to the President Commissioner every letter that goes to the Secretariat of the Board of Commissioners to obtain disposition from the President Commissioner.
5. Every letter signed by the Board of Commissioners must first be corrected and initialed by the Secretary of the Board of Commissioners.
6. Administer Board of Commissioners documents including incoming letters, outgoing letters, minutes of meetings, and other documents.
7. Prepare a draft Work Plan and Budget for the Board of Commissioners.
8. Prepare Draft Reports for the Board of Commissioners.
9. In carrying out its duties, the Secretariat of the Board of Commissioners, if necessary, can be assisted by Secretariat staff of the Board of Commissioners whose existence is appointed or dismissed by the Board of Commissioners.
10. For each Committee, the Secretary of the Board of Commissioners is asked to assist in the smooth running of the tasks in question.
11. Provide data/information required by the Board of Commissioners and Board of Commissioners Committees.
12. Perform other duties from the Board of Commissioners.

Authorities

The Secretary of the Board of Commissioners is authorized to:

1. Regulate the rules and regulations for the secretariat activities of the Board of Commissioners;
2. Ensure that documents for carrying out activities are stored properly at the Company.
3. Invite and hold meetings limited to interests within the secretariat of the Board of Commissioners or in accordance with orders from the Board of Commissioners;
4. At the end of each year, provide an assessment of the work performance of the Secretariat staff of the Board of Commissioners;
5. Ensure that the Board of Commissioners complies with the laws and regulations and implements GCG principles;
6. Provide information required by the Board of Commissioners periodically and/or at any time if requested;
7. Coordinate Committee members, if necessary to facilitate the duties of the Board of Commissioners;
8. Act as a liaison officer for the Board of Commissioners with other parties.

PROFIL SEKRETARIS DEWAN KOMISARIS

SECRETARY OF THE BOARD OF COMMISSIONERS PROFILE



AGUS DARMAWAN

Sekretaris Dewan Komisaris

Secretary of the Board of Commissioners

Masa Jabatan / *Term of Office*	01 Februari 2024 - 01 Februari 2027 / February 01, 2024 - February 01, 2027
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	48 tahun (per 31 Desember 2024) / 48 years old (as of December 31, 2024)
Tempat/Tanggal Lahir / *Place and Date of Birth*	Sumenep, 01 Agustus 1976 / Sumenep, August 1, 1976
Domisili / *Domicile*	Jakarta
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Dewan Komisaris PT Semen Baturaja (Persero) Tbk No. SK-01/DK-SB/I/2024 tanggal 22 Januari 2024 / Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk No. SK-01/DK-SB/I/2024 dated January 22, 2024
Riwayat Pendidikan / *Educational Background*	• S3 – Doktor Ilmu Hukum, Universitas Padjadjaran (2016) / Doctorate – Doctor of Law, Universitas Padjadjaran (2016) • S2 – Magister Hukum, Universitas Indonesia (2010) / Master's Degree – Master of Law, Universitas Indonesia (2010) • S1 – Teknik Mesin, ITS Surabaya (2001) / Bachelor's Degree – Mechanical Engineering, ITS Surabaya (2001) • S1 – Fakultas Hukum, Universitas Airlangga Surabaya (2000) / Bachelor's Degree – Faculty of Law, Universitas Airlangga, Surabaya (2000)
Riwayat Pekerjaan / *Professional Background*	• Jabatan Fungsional Penata Kelola Perusahaan Negara Ahli Madya, Asdep Hukum Korporasi, Kementerian BUMN (2023-sekarang) / Functional Position of State-Owned Enterprise Governance Expert, Deputy Assistant for Corporate Law, Ministry of SOEs (2023-present) • Jabatan Fungsional Penata Kelola Perusahaan Negara Ahli Muda, Asdep Hukum Korporasi, Kementerian BUMN (2020-2023) / Functional Position of State-Owned Enterprise Governance Expert, Deputy Assistant for Corporate Law, Ministry of SOEs (2020-2023) • Kepala Sub Bidang Layanan Hukum 1A, Keasdepan Layanan Hukum, Kedeputian Infrastruktur Bisnis, Kementerian BUMN (2017-2020) / Head of Legal Services Sub-Division 1A, Assistant for Legal Services, Deputy for Business Infrastructure, Ministry of SOEs (2017-2020) • Kepala Sub Bagian Ketatalaksanaan, Biro Organisasi dan Ketatalaksanaan, Sekretariat Jenderal, Kementerian Keuangan RI (2011-2017) / Head of Administration Sub-Division, Bureau of Organization and Administration, Secretariat General, Ministry of Finance of the Republic of Indonesia (2011-2017) • Kepala Sub Divisi Pembiayaan dan Hukum, Pusat Investasi Pemerintah, Sekretariat Jenderal, Kementerian Keuangan RI (2009-2011) / Head of Financing and Legal Sub-Division, Government Investment Center, Secretariat General, Ministry of Finance of the Republic of Indonesia (2009-2011) • Sekretaris Dewan Komisaris PT Pos Indonesia (Persero) (2019-2024) / Secretary to the Board of Commissioners of PT Pos Indonesia (Persero) (2019-2024) • Sekretaris Dewan Komisaris PT Kawasan Industri Medan (Persero) (2017-2019) / Secretary to the Board of Commissioners of PT Kawasan Industri Medan (Persero) (2017-2019)
Sertifikasi yang Dimiliki / *Certifications*	• *Certified Legal Auditor* (CLA), dengan kualifikasi/kompetensi Ahli Auditor Hukum, Badan Nasional Sertifikasi Profesi/Lembaga Sertifikasi Profesi Auditor Hukum Indonesia. Nomor Sertifikat 74110 2511 000118 2024 tanggal 25 Maret 2024 / Certified Legal Auditor (CLA), with qualification/competence of Legal Auditor Expert, National Professional Certification Agency/Indonesian Legal Auditor Professional Certification Institute. Certificate Number 74110 2511 000118 2024 dated March 25, 2024 • *Certified Chief Governance Officer* (CCGO) tahun 2023, LSP MKS dan Komite Akreditasi Nasional. Nomor Sertifikat 2023-10-06-15779 tanggal 05 Oktober 2023 / Certified Chief Governance Officer (CCGO) 2023, LSP MKS and National Accreditation Committee. Certificate Number 2023-10-06-15779 dated October 05, 2023
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Jabatan Fungsional Penata Kelola Perusahaan Negara Ahli Madya, Asdep Hukum Korporasi, Kementerian BUMN (2023-sekarang) / Functional Position of State-Owned Enterprise Governance Expert, Deputy Assistant for Corporate Law, Ministry of SOEs (2023-present)
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding

PROGRAM PENGEMBANGAN KOMPETENSI

Di tahun 2024, Sekretaris Dewan Komisaris mengikuti program pengembangan kompetensi seperti pelatihan, seminar, *workshop* sebagai berikut:

Tabel Program Pengembangan Kompetensi Sekretaris Dewan Komisaris tahun 2024

COMPETENCY DEVELOPMENT PROGRAM

In 2024, the Secretary of the Board of Commissioners took part in competency development programs such as training, seminars, and workshops as follows:

Table of Competency Development Program for Secretary of the Board of Commissioners in 2024

No	Jenis Pelatihan / *Training Type*	Tanggal / *Date*	Penyelenggara / *Organizer*
1	Pelatihan dan Sertifikasi Legal Auditor (Ahli Auditor Hukum) / Legal Auditor Training and Certification (Legal Auditor Expert)	22-26 Januari 2024 dan 8 Maret 2024 / January 22-26, 2024 and March 8, 2024	Badan Nasional Sertifikasi Profesi – Lembaga Sertifikasi Profesi Auditor Hukum Indonesia / National Professional Certification Agency – Indonesian Legal Auditor Professional Certification Agency

REMUNERASI SEKRETARIS DEWAN KOMISARIS

Kebijakan

Dasar kebijakan remunerasi Sekretaris Dewan Komisaris terdapat pada Surat Keputusan Dewan Komisaris tentang Pemberhentian dan Pengangkatan Anggota Sekretariat Dewan Komisaris.

SECRETARY OF THE BOARD OF COMMISSIONERS REMUNERATION

POLICY

The remuneration policy of the Secretary of the Board of Commissioners is contained in the Board of Commissioners Decree on Dismissal and Appointment of Members of the Secretariat of the Board of Commissioners.

Besaran Remunerasi / **Amount of Remuneration**

Nama / *Name*	Jabatan / *Position*	Gaji / *Salary*	Tunjangan Hari Raya / *Holiday Allowance*	Tunjangan / *Allowance*	Total Remunerasi 2024 / *Total Remuneration in 2024*
Agus Darmawan	Sekretaris Dewan Komisaris / Secretary of the Board of Commissioners	313.500.000	28.500.000	62.700.000	404.700.000

LAPORAN PELAKSANAAN KEGIATAN SEKRETARIS DEWAN KOMISARIS

Di tahun 2024, Sekretaris Dewan Komisaris telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan anggaran dasar (12 risalah rapat);
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun rancangan rencana kerja dan anggaran Dewan Komisaris;
5. Menyusun rancangan laporan-laporan Dewan Komisaris;
6. Melaksanakan tugas lain dari Dewan Komisaris.

SECRETARY OF THE BOARD OF COMMISSIONERS DUTY IMPLEMENTATION REPORT

In 2024, the Secretary of the Board of Commissioners has carried out the following duties and responsibilities:

1. Prepare meetings, including meeting materials (briefing sheets) for the Board of Commissioners;
2. Prepare minutes of meetings of the Board of Commissioners in accordance with the provisions of the articles of association (12 minutes of meetings);
3. Administer documents of the Board of Commissioners, including incoming letters, outgoing letters, minutes of meetings, and other documents;
4. Prepare draft work plans and budgets for the Board of Commissioners;
5. Prepare draft reports for the Board of Commissioners;
6. Carry out other duties of the Board of Commissioners.

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 BUMN Nomor PER-3/MBU/03/2023 Tahun 2023.
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. 69 tahun 2024.

AUDIT COMMITTEE

The Audit Committee is formed by the Board of Commissioners to support the effectiveness of the implementation of supervisory functions related to financial statements, internal control system, internal and external audit functions and risk management, and compliance with applicable laws and regulations.

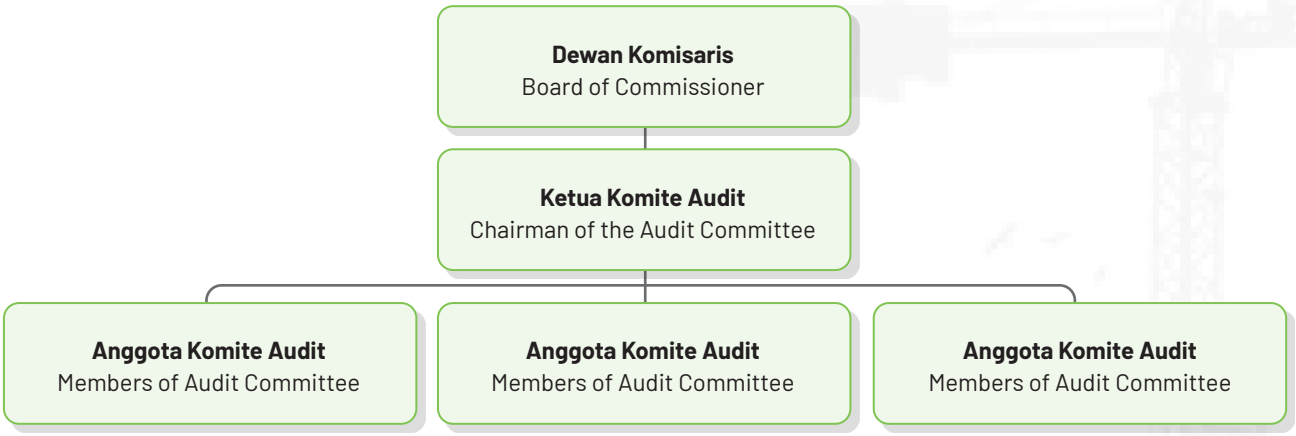
Legal Basis

The Audit Committee establishment refers to:

1. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 of 2023.
2. Financial Services Authority Regulation No. 55/ POJK.04/2015 dated December 23, 2015, on Audit Committee Establishment and Work Guidelines.
3. PT Semen Baturaja (Persero) Tbk Board of Commissioners Decree No. SK- 01/ DK-SB/I/2020 on Audit Committee Charter.
4. Articles of Association of the Limited Liability Company (Persero) PT Semen Baturaja Tbk, as amended several times, most recently by Deed No. 69 of 2024.

STRUKTUR KOMITE AUDIT

AUDIT COMMITTEE STRUCTURE



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.

The Audit Committee is under and directly responsible to the Board of Commissioners. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners. The Audit Committee is led by an Independent Commissioner as head and member. The Head of Audit Committee has the right to propose the replacement of Audit Committee members if the member ended their term, resigned, or was dismissed. The Audit Committee must provide a duty implementation report to the Board of Commissioners and must meet the principles of professionalism, objectivity, and independence.

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.
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.

AUDIT COMMITTEE REQUIREMENTS

The Company stipulates specific requirements that the Audit Committee members must:

1. Demonstrate high integrity, proficiency, knowledge, experience in their field of work, and effective communication skills.
2. Possess 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. Adhere to the Audit Committee's code of conduct established by the Issuer or Public Company.
4. Be willing to continuously improve their expertise through education and training.
5. Have at least one member with experience and expertise in auditing, accounting, and finance.
6. Not serve 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 6 (six) months.
7. Not employed or have the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company for at least 6 (six) months, except for Independent Commissioners.
8. Have no direct or indirect shares in the Issuer or Public Company.
9. In the event that an Audit Committee member acquires direct or indirect shares of the Issuer or Public Company, as a result of legal action, such shares must be transferred to another party within a maximum of six months after their acquisition.
10. Have no business relationships, either directly or indirectly, related to the business activities of the Issuer or Public Company.
11. Have no direct or indirect business relationships related to the business activities of the Issuer or Public Company.

KOMPOSISI DAN MASA JABATAN KOMITE AUDIT

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. Hingga 31 Desember 2024, tidak terdapat perubahan komposisi Komite Audit

AUDIT COMMITTEE COMPOSITION AND TERM OF OFFICE

The term of office of the Audit Committee refers to the Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, on Audit Committee Establishment and Work Guidelines, stating that the Audit Committee consists of at least 3 (three) members including Independent Commissioners and external parties of the public company who are appointed and dismissed by the Board of Commissioners. The Audit Committee must be led by an Independent Commissioner. As of December 31, 2024, there were no changes to the Audit Committee composition.

Susunan Komite Audit per 31 Desember 2024 / **Audit Committee Composition as of December 31, 2024**

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Chowadja Sanova	Ketua Komite Audit / Head of Audit Committee	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 04/DK-SB/II/2023 tanggal 28 Februari 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-04/DK-SB/II/2023 dated February 28, 2023	3 Februari 2023 – sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / February 3, 2023 – until the end of his term of office as SMBR Board of Commissioners
Alex Iskandar Munaf	Anggota Komite Audit / Audit Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 12/DK-SB/XI/2023 tanggal 4 Desember 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-12/DK-SB/XI/2023 dated December 4, 2023	4 Desember 2023 – sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / December 4, 2023 – as of the end of his term of office as SMBR Board of Commissioners
Abu Bakar	Anggota Komite Audit / Audit Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK-04/DK-SB/II/2023 tanggal 28 Februari 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-04/DK-SB/II/2023 dated February 28, 2023	1 Maret 2023 – 1 Maret 2026 / March 1, 2023 – March 1, 2026
Ramza Aziz	Anggota Komite Audit / Audit Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK-07/DK-SB/VI/2023 tanggal 30 Juni 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-07/DK-SB/VI/2023 dated June 30, 2023	1 Juli 2023 – 1 Juli 2026 / July 1, 2023 – July 1, 2026

PROFIL KOMITE AUDIT

Ketua Komite Audit

Profil Chowadja Sanova telah disajikan dalam "Profil Dewan Komisaris" pada bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan.

AUDIT COMMITTEE PROFILE

Head of Audit Committee

Chowadja Sanova's profile is available in the "Profile of the Board of Commissioners" section within the "Company Profile" chapter of this Annual Report".

Anggota Komite Audit / **Audit Committee Members**

ALEX ISKANDAR MUNAF Anggota Komite Audit / *Audit Committee Member*	
Masa Jabatan / *Term of Office*	04 Desember 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / December 04, 2023 - until the end of his term of office as SMBR Board of Commissioners
Kewarganegaraan / *Citizenship*	Indonesia
Dasar Penunjukan / *Basis of Appointment*	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 12/DK-SB/XI/2023 tanggal 4 Desember 2023. / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-12/DK-SB/XI/2023 dated December 4, 2023.



ABU BAKAR

Anggota Komite Audit

Member of the Audit Committee

Masa Jabatan / *Term of Office*	1 Maret 2023 - 1 Maret 2026 / March 1, 2023 – March 1, 2026
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	60 tahun (per 31 Desember 2024) / 60 years old (as of December 31, 2024)
Tempat/Tanggal Lahir / *Place and Date of Birth*	Aceh, 31 Desember 1964 / Aceh, December 31, 1964
Domisili / *Domicile*	Bogor, Jawa Barat / West Java
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Dewan Komisaris Tentang Pemberhentian dan Pengangkatan Anggota Komite Audit PT Semen Baturaja Tbk Nomor: SK -04/DK-SB/II/2023 tanggal 28 Februari 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-04/DK-SB/II/2023 dated February 28, 2023 on Audit Committee Member Appointment and Dismissal
Riwayat Pendidikan / *Educational Background*	S1 Ekonomi di Universitas Syiahkuala Banda Aceh (1990). / Bachelor of Economics from Universitas Syiahkuala Banda Aceh (1990).
Riwayat Pekerjaan / *Professional Background*	• Anggota Dewan Komisaris dan Kepala Audit PT Industri Nuklir Indonesia (Persero) (2016 – 2021) / Member of the Board of Commissioners and Head of Audit of PT Industri Nuklir Indonesia (Persero) (2016 – 2021) • Komite Audit PT Brantas Energi (2021) / Audit Committee of PT Brantas Energi (2021) • Komite Audit Biofarma (Persero) (2014 – 2016) / Audit Committee at Biofarma (Persero) (2014 – 2016) • Komite Audit PT Permodalan Nasional Madani (Persero) (2013 • 2014) / Audit Committee of PT Permodalan Nasional Madani (Persero) (2013 – 2014) • Komite Audit Perum LKBN Antara (2012 – 2013) / Audit Committee of Public Corporation LKBN Antara (2012 – 2013) • Analisis Keuangan dan Manajemen Risiko di Deputi Bidang Keuangan dan Manajemen Risiko (2019 – 2020) / Financial Analysis and Risk Management at the Deputy for Finance and Risk Management (2019 – 2020) • Fungsional Auditor Madyan pada Inspektorat kementerian BUMN (2012 – 2019). / Functional Intermediate Auditor at the BUMN Ministry Inspectorate (2012 – 2019). • Kepala Sekretariat, Fungsional Auditor Madya dan Supervisor Unit Pusat Pengendalian Program dan Proyek Rehabilitasi dan Rekonstruksi BRR NAD-Nias (2005 – 2009). / Head of Secretariat, Functional Middle Auditor and Supervisor of the Central Control Unit for BRR NAD-Nias Rehabilitation and Reconstruction Programs and Projects (2005 – 2009). • Fungsional Auditor sampai jenjang Auditor Madya pada Badan Pengawasan Keuangan dan Pembangunan (BPKPP) tahun (1991 –2021) / Functional Auditor up to Middle Auditor level at the Financial
Sertifikasi yang Dimiliki / *Certifications*	Belum memiliki sertifikasi / Has no certifications
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding



RAMZA AZIZ

Anggota Komite Audit

Member of the Audit Committee

Masa Jabatan / *Term of Office*	1 Juli 2023 - 1 Juli 2026 / July 1, 2023 – July 1, 2026
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	56 tahun (per 31 Desember 2024) / 56 years old (as of December 31, 2024)
Tempat/Tanggal Lahir / *Place and Date of Birth*	Aceh Besar, 28 Maret 1968 / Aceh Besar, March 28, 1968
Domisili / *Domicile*	Bekasi Selatan / South Bekasi
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK-07/DK-SB/VI/2023 tanggal 30 Juni 2023. / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-07/DK-SB/VI/2023 dated June 30, 2023 on Audit Committee Member Appointment and Dismissal
Riwayat Pendidikan / *Educational Background*	S1 Akuntansi di Universitas Syiahkuala Banda Aceh (1994) / Bachelor's Degree in Accounting from Universitas Syiahkuala Banda Aceh (1994)
Riwayat Pekerjaan / *Professional Background*	• General Manager Accounting PT Mitsubishi Motors Krama Yudha Indonesia (Agustus 2015 - Juli 2023) • Finance & Accounting Manager PT Hitachi Power Systems Indonesia (2002 – 2015) • Finance & Accounting Supervisor PT Hitachi Power Systems Indonesia (1998 – 2002) • Accounting Staff PT Aria Indonesia Jaya (1994 – 1995)
Sertifikasi yang Dimiliki / *Certifications*	Belum memiliki sertifikasi / Has no certifications
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding

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.

AUDIT COMMITTEE INDEPENDENCE

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.

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.

All members of the Audit Committee have no affiliation with the Company's management, including holding any position in the Company's organizational structure or its subsidiaries.

Kualifikasi independensi dari anggota Komite Audit harus memenuhi kriteria sebagai berikut:

To maintain their independence, the Audit Committee members must meet the following criteria:

Tabel Independensi Anggota Komite Audit

Table of Audit Committee Independence

Kriteria Independensi / *Independence Criteria*	Chowadja Sanova	Alex Iskandar Munaf	Abu Bakar	Ramza Aziz
Menjunjung tinggi integritas, profesionalisme dan standar profesi dalam melaksanakan tugas dan tanggung jawabnya. / 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. / 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. / 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. / 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 / 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.

AUDIT COMMITTEE CHARTER

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..

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;

The Audit Committee Charter covers, among others:

1. Background and Objectives;
2. Scope of Role;
3. Authority;
4. Obligations and Responsibilities;
5. Organization and Membership;
6. Committee Meeting;

7. Kode Etik;
8. Pertanggungjawaban;
9. Amandemen Piagam dan Kinerja Komite Audit.

PEDOMAN KERJA KOMITE AUDIT

1. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan Sumber Daya Manusia 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. 69 tahun 2024.

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

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 mengidentifikasikan 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.

7. Code of Conduct;
8. Accountability;
9. Amendment to the Audit Committee Charter and Performance.

AUDIT COMMITTEE WORK GUIDELINES

1. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 of 2023 on Organs and Human Resources of State-Owned Enterprises.
2. Financial Services Authority Regulation No. 55/ POJK.04/2015 dated December 23, 2015, on Audit Committee Establishment and Work Guidelines.
3. PT Semen Baturaja (Persero) Tbk Board of Commissioners Decree No. SK- 01/ DK-SB/I/2020 on Audit Committee Charter.
4. Articles of Association of the Limited Liability Company (Persero) PT Semen Baturaja Tbk, as amended most recently by Deed No. 69 of 2024.

AUDIT COMMITTEE DUTIES AND RESPONSIBILITIES

The Audit Committee has the following duties and responsibilities:

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. 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.
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.

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. 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.

Selain itu, Komite Audit juga memiliki tugas dan tanggung jawab dalam membantu fungsi pengawasan (*oversight roles*) Dewan Komisaris, mencakup:

Furthermore, the Audit Committee has duties and responsibilities in assisting the Board of Commissioners in its oversight roles:

Lingkup / *Scope*	Penjelasan / *Description*
Laporan Keuangan / Financial Statements	Mereviu keandalan dan objektivitas laporan keuangan Perusahaan yang diterbitkan untuk kepentingan para pemangku kepentingan. / Review the reliability and objectivity of the Company's financial statements issued for the benefit of stakeholders.
Kinerja Operasional / Operational Performance	Mereviu pelaksanaan kegiatan dan kinerja operasional sebagaimana yang ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan tahunan. / Reviewing the implementation of operational activities and performance as stipulated in the annual Work Plan and the Company's Budget.
Pengendalian Internal / Internal Control	Mereviu efektivitas pengendalian internal yang diterapkan oleh manajemen dalam pengelolaan Perusahaan. / Reviewing the effectiveness of internal control implemented by management in managing the Company.
Aktivitas Assurance / 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. / 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 / Appointment of External Auditor	Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa. / 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 / Compliance with Law 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. / 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 / Objectivity and Independence	Mereviu objektivitas dan independensi auditor internal dan eksternal. / Review the objectivity and independence of internal and external auditors.
Identifikasi Hal-hal yang Menjadi Perhatian / Identification of Matters Requiring Attention	Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya. / Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.

Lingkup / *Scope*	Penjelasan / *Description*
Respons terhadap Pemangku Kepentingan / Response to Stakeholders	Melakukan penelaahan atas saran, permasalahan atau keluhan pemangku kepentingan yang disampaikan langsung kepada Dewan Komisaris. / Reviewing suggestions, problems or complaints from stakeholders submitted directly to the Board of Commissioners.
Pengawasan Lainnya / Other Oversight Functions	Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris. / Carry out other supervisory duties in accordance with the request of the Board of Commissioners.

RAPAT KOMITE AUDIT

Kebijakan

Kebijakan rapat Komite Audit telah tertuang dalam Piagam Komite Audit, dimana 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.

AUDIT COMMITTEE MEETING

Policy

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.

FREKUENSI DAN KEHADIRAN RAPAT

Di tahun 2024, Komite Audit telah melaksanakan rapat sebanyak 20 (dua puluh) kali. Informasi rapat Komite Audit adalah sebagai berikut:

MEETING FREQUENCY AND ATTENDANCE

In 2024, the Audit Committee held 20 (twenty) meetings with the following details:

Tabel Frekuensi Kehadiran Komite Audit

Table of Audit Committee Meeting Attendance Frequency

No	Nama / *Name*	Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Chowadja Sanova	20	20	100
2	Alex Iskandar Munaf	20	20	100
3	Abu Bakar	20	20	100
4	Ramza Aziz	20	20	100

AGENDA RAPAT

MEETING AGENDA

No	Tanggal / *Date*	Tempat / *Place*	Agenda
1	15 Januari 2024 / January 15, 2024	*Teams Meeting*	Reviu kinerja bulan Desember 2023 / December 2023 performance review
2	16 Februari 2024 / February 15, 2024	*Teams Meeting*	Reviu kinerja bulan Januari 2024 / January 2024 performance review
3	20 Maret 2023 / March 20, 2023	*Teams Meeting*	Reviu kinerja bulan Februari 2024 / February 2024 performance review
4	23 April 2024 / April 23, 2024	*Teams Meeting*	Reviu kinerja bulan Maret 2024 / March 2024 performance review
5	17 Mei 2024 / May 17, 2024	*Teams Meeting*	Reviu kinerja bulan April 2024 / April 2024 performance review
6	21 Juni 2024 / June 21, 2024	*Teams Meeting*	Reviu kinerja bulan Mei 2024 / May 2024 performance review
7	19 Juli 2024 / June 19, 2024	*Teams Meeting*	Laporan Juni 2024 / June 2024 Report
8	21 Agustus 2024 / August 21, 2024	*Teams Meeting*	Laporan kinerja bulan Juli 2024 / July 2024 performance report

No	Tanggal / *Date*	Tempat / *Place*	Agenda
9	20 September 2024 / September 20, 2024	*Teams Meeting*	Laporan kinerja bulan Agustus 2024 / August 2024 performance report
10	25 Oktober 2024 / October 25, 2024	*Teams Meeting*	Laporan kinerja bulan September 2024 / September 2024 performance report
11	22 November 2024 / November 22, 2024	*Teams Meeting*	Laporan kinerja bulan Oktober 2024 / October 2024 performance report
12	20 Desember 2024 / December 20, 2024	*Teams Meeting*	Laporan kinerja bulan November 2024 / November 2024 performance report
13	08 Januari 2024 / January 08, 2024	Kantor Perwakilan SMBR di Jakarta / SMBR Representative Office in Jakarta	Pembahasan hasil audit SMBR tahun buku 2023 dan rencana penyelesaian audit tahun buku 2023 / Discussion of SMBR audit results for the 2023 fiscal year and the audit completion plan for the 2023 fiscal year
14	05 Maret 2024 / March 05, 2024	Kantor Perwakilan SMBR di Jakarta / SMBR Representative Office in Jakarta	Rapat finalisasi Laporan Audit Tahun Buku 2023 dengan KAP Deloitte / Finalization meeting of the 2023 Fiscal Year Audit Report with KAP Deloitte
15	29 Oktober 2024 / October 29, 2024	*Teams Meeting*	*Kick off meeting* audit laporan keuangan dan laporan program pendanaan usaha mikro dan usaha kecil SMBR tahun buku 2024 / Kick off meeting for audit of financial statements and reports on SMBR micro and small business funding programs for the 2024 fiscal year
16	27 Maret 2024 / March 27, 2024	*Teams Meeting*	Pembahasan PKPT SPI SMBR tahun 2024 / Discussion of PKPT SPI SMBR in 2024
17	15 Mei 2024 / May 15, 2024	*Teams Meeting*	Reviu realisasi kinerja Internal Audit triwulan I tahun 2024 / Review of Internal Audit performance realization for the first quarter of 2024
18	12 Juli 2024 / July 12, 2024	*Teams Meeting*	Pembahasan kinerja Internal Audit Juni 2024 / Internal Audit Performance Discussion June 2024
19	23 Oktober 2024 / October 23, 2024	*Teams Meeting*	Pembahasan kinerja Internal Audit triwulan ke III dan monitoring tindak lanjut temuan BPK RI / Discussion of Internal Audit performance in the third quarter and monitoring of follow-up to BPK RI findings
20	05 Desember 2024 / December 05, 2024	*Teams Meeting*	Pembahasan *progress* audit laporan keuangan dan laporan pendanaan usaha mikro dan usaha kecil SMBR tahun buku 2024 / Discussion of the audit process for financial statements and funding reports for SMBR micro and small businesses for the 2024 fiscal year

PROGRAM PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Pengembangan kompetensi Komite Audit telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis" dalam Laporan Tahunan ini.

KEBIJAKAN REMUNERASI KOMITE AUDIT

Kebijakan

Dasar kebijakan remunerasi Komite Audit terdapat pada Keputusan Dewan Komisaris tentang Pemberhentian dan Pengangkatan masing-masing Anggota Komite.

AUDIT COMMITTEE COMPETENCY DEVELOPMENT PROGRAM

The Company facilitates various competency development programs that are tailored to the Company's business development which may be conducted in the form of training, seminars, or workshops. The Audit Committee competency development has been presented in the "Business Support Unit Review" chapter in this Annual Report.

AUDIT COMMITTEE REMUNERATION POLICY

Policy

The Audit Committee's remuneration policy is based on the Board of Commissioners' Decision on the Dismissal and Appointment of each Committee Member.

Besaran Remunerasi **Amount of Remuneration**

Nama / *Name*	Jabatan / *Position*	Gaji / *Salary*	Tunjangan Hari Raya / *Religious Holiday allowance*	Tunjangan / *Allowance*	Total Remunerasi 2024 / *Total Remuneration 2024*
Abu Bakar	Anggota Komite Audit / Audit Committee Member	338.200.000	28.500.000	-	366.700.000
Ramza Aziz	Anggota Komite Audit / Audit Committee Member	338.200.000	28.500.000	-	366.700.000

LAPORAN PELAKSANAAN KEGIATAN KOMITE AUDIT

Di tahun 2024, Komite Audit telah melaksanakan tugas dan tanggung jawab sebagai berikut:

a. Evaluasi Rencana Jangka Panjang Perusahaan;
b. Evaluasi dan analisis atas Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024;
c. Melakukan reviu atas permohonan persetujuan Direksi kepada Dewan Komisaris atas Rencana aksi korporasi, antara lain:
   - Melakukan rapat evaluasi dan analisis terhadap laporan Keuangan *unaudited* tahun buku 2023 dengan jajaran BOD-1 dan Komite Manajemen Risiko.
   - Melakukan evaluasi atas Laporan Manajemen Perusahaan *unaudited* tahun 2023 dengan jajaran BOD-1 dan Komite Manajemen Risiko.
   - Melakukan rapat evaluasi dan analisis terhadap laporan Keuangan *Audited* tahun 2023 dengan jajaran BOD-1 dan Komite Manajemen Risiko yang dilaksanakan pada pada bulan Maret 2023.
   - Melakukan rapat dengan KAP Imelda dan Rekan Afiliasi Deloitte Indonesia dan *Department of Internal Audit* atas hasil Audit umum atas Laporan Keuangan perusahaan tahun buku 2023.
   - Melakukan Evaluasi atas Laporan Manajemen Perusahaan *Audited* tahun 2023 dengan jajaran BOD-1, Komite Manajemen Risiko dan *Department of Internal Audit* yang dilaksanakan pada pada bulan Maret 2024.
   - Melakukan evaluasi atas usulan penunjukan perusahaan pemeringkat dengan surat S-06/KA-SB/IV/2024 tanggal 3 April 2024.
   - Melakukan reviu atas Laporan Manajemen Perusahaan Tahunan (LMPT) Triwulan I Tahun 2024 dengan surat S-08/KA-SB/2024 tertanggal 05 Mei 2024.
   - Melakukan evaluasi atas RKAP PT Semen Baturaja tahun 2024 dengan surat S-012/KA-SMBR/2024 tertanggal 26 Juni 2024.

AUDIT COMMITTEE DUTY IMPLEMENTATION REPORT

In 2024, the Audit Committee has carried out the following duties and responsibilities:

a. Evaluation of company long-term plans;
b. Evaluation and Analysis of the Proposed Work Plan and Corporate Budget (RKAP) of 2024;
c. Review the Request for the approval of the Board of Directors to the Board of Commissioners for the Corporate Action Plan, including:
   - Evaluation and analysis of the Unaudited financial statements for the 2023 fiscal year with BOD-1 and the Risk Management Committee.
   - Evaluation of unaudited Company Management Reports in 2023 with BOD-1 ranks and Risk Management Committees.
   - Evaluation and analysis of audited financial statements in 2023 with the ranks of BOD-1 and the Risk Management Committee held in March 2023.
   - Holding a meeting with KAP Imelda and Deloitte Indonesia Affiliation Partners and Department of Internal Audit for the results of general audits of the Company's financial statements for the 2023 Fiscal Year.
   - Evaluation of the Audited Company Management Report in 2023 with BOD-1 ranks, the Risk Management Committee, and Department of Internal Audit which was carried out in March 2024.
   - Evaluation of the proposal for the appointment of the ranking company with the letter of S-06/KA-SB/IV/2024 dated April 3, 2024.
   - Review of the Annual Company Management Report (LMPT) in the first quarter of 2024 with the letter of S-08/KA-SB/2024 dated May 5, 2024.
   - Evaluation of PT Semen Baturaja's RKAP in 2024 with the letter of S-012/KA-SMBR/2024 dated June 26, 2024.

- Melakukan evaluasi atas kinerja Triwulan II tahun 2024 dengan surat S-014/KA-SB/VIII/2024 tertanggal 17 Agustus 2024.
- Reviu usulan perubahan nama KAP untuk tahun buku 2024 dengan surat S-013/KA-SB/IX/2024 tertanggal 17 September 2024.
- Tanggal 25 September 2024 melakukan melakukan rapat dengan agenda pembahasan revisi RKAP 2024 dengan surat Und-07/KMR-SB/X/2024 tanggal 23 September 2024.
- Melakukan reviu atas Laporan Manajemen Perusahaan Tahunan (LMPT) Triwulan III Tahun 2024 dengan surat S-018/KA-SB/XI/2024 tertanggal 2 November 2024.
- Melakukan evaluasi atas kinerja Triwulan III tahun 2024 dengan surat S-019/KA-SB/XI/2024 tertanggal 05 November 2024.
- Melakukan evaluasi atas usulan penunjukan perusahaan pemeringkat dengan surat S-20/KA-SB/XI/2024 tertanggal 08 November 2024.
- Melakukan evaluasi atas RKAP PT Semen Baturaja Tbk tahun 2025 dengan surat S-022/KA-SMBR/2024 tertanggal 10 Desember 2024.

d. Evaluasi Saran, Harapan, Permasalahan dan Keluhan dari *Stakeholder*; telah melakukan survei kepuasan pelanggan dan telah membuat kesepakatan dengan keluhan masyarakat atas reklamasi lahan tambang;

e. Evaluasi Kinerja Perusahaan yang menekankan pada kepatuhan pada Rekomendasi Dewan Komisaris;

f. Evaluasi dan Analisis Pelaksanaan Proses Pengadaan Barang dan Jasa Perusahaan yang menekankan pada evaluasi atas SOP Pengadaan;

g. Evaluasi dan Telaahan atas Usulan Permohonan Persetujuan atau Rekomendasi Dewan Komisaris sesuai Anggaran Dasar;

h. Mereviu hasil kerja Akuntan Publik atas pelaksanaan audit atas Laporan Keuangan Tahun buku 2023 serta mengusulkan Calon Auditor atas Laporan Keuangan Tahun Buku 2024 melalui surat Komite Audit kepada Dewan Komisaris nomor S-04/KA-SB/III/2024 tanggal 13 Maret 2024;

i. Koordinasi Komite Dewan Komisaris dalam rangka Pelaksanaan Tugas dan Fungsinya berupa Rapat Internal Dewan Komisaris dan Rapat Komite dengan Direksi yang dilakukan rutin setiap bulan dan beberapa rapat yang bersifat insidentil sesuai kebutuhan;

- Evaluation of the performance of the second quarter of 2024 with the letter of S-014/KA-SB/VIII/2024 dated August 17, 2024.
- Review of Proposed Change of KAP Name for the 2024 Fiscal Year with the letter of S-013/KA-SB/IX/2024 dated September 17, 2024.
- September 25, 2024, holding a meeting with the Discussion Agenda of the revision of the RKAP 2024 with the letter of Und-07/KMR-SB/X/2024 on September 23, 2024.
- Review of the third quarter of the Corporate Management Report (LMPT) in 2024 with the letter of S-018/KA-SB/XI/2024 dated November 02, 2024.
- Evaluation of the performance of the third quarter of 2024 with the letter of S-019/KA-SB/XI/2024 dated November 5, 2024.
- Evaluation of the proposal for the appointment of the ranking company with the letter of S-20/KA-SB/XI/2024 dated November 8, 2024.
- Evaluation of the PT Semen Baturaja Tbk's RKAP in 2025 with the letter of S-022/KA-SMBR/2024 dated December 10, 2024.

d. Evaluation of Suggestions, Expectations, Problems, and Complaints from Stakeholders; has surveyed customer satisfaction and agreed with community complaints over the reclamation of mining land;

e. Evaluation of Company Performance that emphasizes compliance with the Recommendations of the Board of Commissioners;

f. Evaluation and Analysis of the Implementation of the Company's Goods and Services Procurement Processes that emphasize the evaluation of the Procurement SOP;

g. Evaluation and Review of the Proposed Application for Approval or Recommendation of the Board of Commissioners in accordance with the Articles of Association;

h. Reviewing the work results of a Public Accountant for the audit of Financial Statements of the Fiscal Year 2023 and proposed Auditor Candidates for the Financial Statements of the 2024 Fiscal Year through the Audit Committee Letter to the Board of Commissioners Number S-04/KA-SB/III/2024 dated March 13, 2024;

i. Coordination of the Board of Commissioners Committee in Carrying Out its Duties and Functions in the form of Internal Meetings of the Board of Commissioners and Committee Meetings with the Board of Directors routinely monthly and some incidental meetings as needed;

j. Monitoring penyelesaian/penagihan piutang macet Distributor yang disampaikan dalam laporan kinerja bulanan perusahaan dan memberikan rekomendasi ke Dewan Komisaris untuk percepatan penyelesaian penagihan piutang macet;
k. Pembahasan revisi RKAP tahun 2024 bersama Komite Audit, Komite Manajemen Risiko serta VP terkait pada tanggal 25 September 2024 dengan surat undangan No. Und-007/KMR-SB/IX/2024 tertanggal 23 September 2024;
l. Melakukan evaluasi atas Laporan Kinerja Perusahaan Triwulan II tahun 2024;
m. Melakukan evaluasi atas Laporan Manajemen Perusahaan Tahunan (LMPT) Triwulan III tahun 2024;
n. Dalam tahun 2024 Komite Audit melakukan kunjungan ke lapangan untuk melihat operasional pabrik serta pemasaran, baik di pabrik utama di Baturaja, pabrik Lampung, pemasaran wilayah Palembang serta pemasaran wilayah Lampung. Kunjungan yang kami lakukan sebagai berikut:
   - Tanggal 16 April 2024 sampai dengan 20 April 2024 kunjungan kerja ke Pabrik Baturaja kemudian dilanjutkan kunjungan kerja ke Pabrik di Lampung dan kunjungan ke Gudang distributor di Lampung.
   - Tanggal 29 September 2024 sampai dengan 1 Oktober 2024 melakukan kunjungan kerja Bersama Komisaris Independen ke wilayah pemasaran Lampung untuk memperoleh informasi yang seimbang dan akurat yang akan disampaikan kepada Dewan Komisaris terkait dengan tugas pengawasan Dewan Komisaris.
   - Tanggal 12 sampai dengan 15 November 2024 kunjungan ke Baturaja dan pada tanggal 13 November 2024 melakukan kunjungan Bersama Komisaris Independen ke Tambang Baturaja I, II dan III kemudian dilanjutkan kujungan ke Pabrik, melihat ketersediaan dan kelayakan tempat tinggal/Mess karyawan serta memantau progress pembangunan Kantor baru SMBR yang di bangun di Kawasan pabrik Semen Baturaja di Baturaja.

j. Monitoring of Settlement/Billing of Distributor Bad Debts submitted in the Company's Monthly Performance Report and providing recommendations to the Board of Commissioners to accelerate the settlement of bacterial receivables;
k. Discussion on the revision of the 2024 RKAP together with the Audit Committee, the Risk Management Committee, and the relevant VP on September 25, 2024, with the invitation letter No. Und-007/KMR-SB/IX/2024 TRAVEL 23 September 2024;
l. Evaluating the Company's Performance Report in the second quarter of 2024;
m. Evaluation of the third quarter of 2024 Corporate Management Corporate Management Report (LMPT);
n. In 2024, the Audit Committee has visited the field to see factory operations and marketing, both in the main factory in Baturaja, Lampung Factory, Marketing of Palembang Region, and Marketing of the Lampung Region. The visits we do are as follows:
   - April 16, 2024, to April 20, 2024, the working Visit to the Baturaja Factory was then continued with a working visit to the factory in Lampung and a visit to the distributor warehouse in Lampung.
   - September 29, 2024, to October 1, 2024, a working visit to the Independent Commissioner to the Lampung marketing area was held to obtain balanced and accurate information that would be submitted to the Board of Commissioners related to the supervision of the Board of Commissioners.
   - November 12-15, 2024, visits to Baturaja were conducted, and on November 13, 2024, visited the Independent Commissioner to the Baturaja I, II and III mines and then continued to the factory, to see the availability and feasibility of employees' residences and monitor the construction progress of the new SMBR office built in the Baturaja Semen Baturaja factory in Baturaja.

EVALUASI KINERJA AUDITOR EKSTERNAL

Di tahun 2024, Komite Audit telah menelaah dan membahas bersama dengan Kantor Akuntan Publik Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) dalam memberikan pendapat mengenai kewajaran penyajian laporan keuangan dan catatan atas laporan keuangan sesuai dengan Standar

EXTERNAL AUDITOR PERFORMANCE EVALUATION

In 2024, the Audit Committee held a review and discussions with Public Accounting Firm Liana Ramon Xenia & Rekan (part of the Deloitte network) for an opinion on the financial statements' fairness and the notes to financial statements in accordance with Indonesian Financial Accounting Standards.

Akuntansi Keuangan di Indonesia. Evaluasi mencangkup mengenai efektivitas pengendalian internal atas pelaporan keuangan, kualitas dan kesesuaian dengan Standar Akuntansi Keuangan yang diterapkan oleh Perusahaan.

The discussion covered the effectiveness of internal control over financial reporting, and the quality and acceptability of the Financial Accounting Standards applied by the Company.

PENILAIAN ATAS EFEKTIVITAS PELAKSANAAN AUDIT INTERNAL

Di tahun 2024, 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.

ASSESSMENT OF INTERNAL AUDIT EFFECTIVENESS

In 2024, the Audit Committee has assessed the effectiveness of Internal Audit through review of the Audit Results in accordance with the annual audit plan and presented in the Minutes of the Committee Meeting.

PENILAIAN ATAS EFEKTIVITAS PENERAPAN TATA KELOLA PERUSAHAAN

Di tahun 2024, Komite Audit menilai bahwa implementasi tata kelola telah dijalankan dengan baik. Perusahaan juga telah melakukan penilaian hasil asesmen GCG, dan diharapkan dapat menciptakan pengelolaan perusahaan yang efektif dan efisien.

ASSESSMENT OF CORPORATE GOVERNANCE EFFECTIVENESS

In 2024, the Audit Committee assessed that the corporate governance had been well-implemented. The Company has also reviewed the GCG assessment results with hopes of an effective and efficient management.

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-14/DK-SB/XI/2023 tanggal 04 Desember 2023.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee was established by the Board of Commissioners to assist its responsibility to supervise the nomination and remuneration policies for the Board members. The Nomination and Remuneration Committee was appointed through the Board of Commissioners Decree No. SK-04/DK-SB/IV/2020 dated April 20, 2020 followed by changes in the composition of the Committee members based on SK-14/DK-SB/XI/2023 dated December 4, 2023.

DASAR HUKUM

Pembentukan Komite Nominasi dan Remunerasi mengacu pada:

1. Peraturan Menteri BUMN Nomor PER-3/ MBU/03/2023 Tahun 2023.
2. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

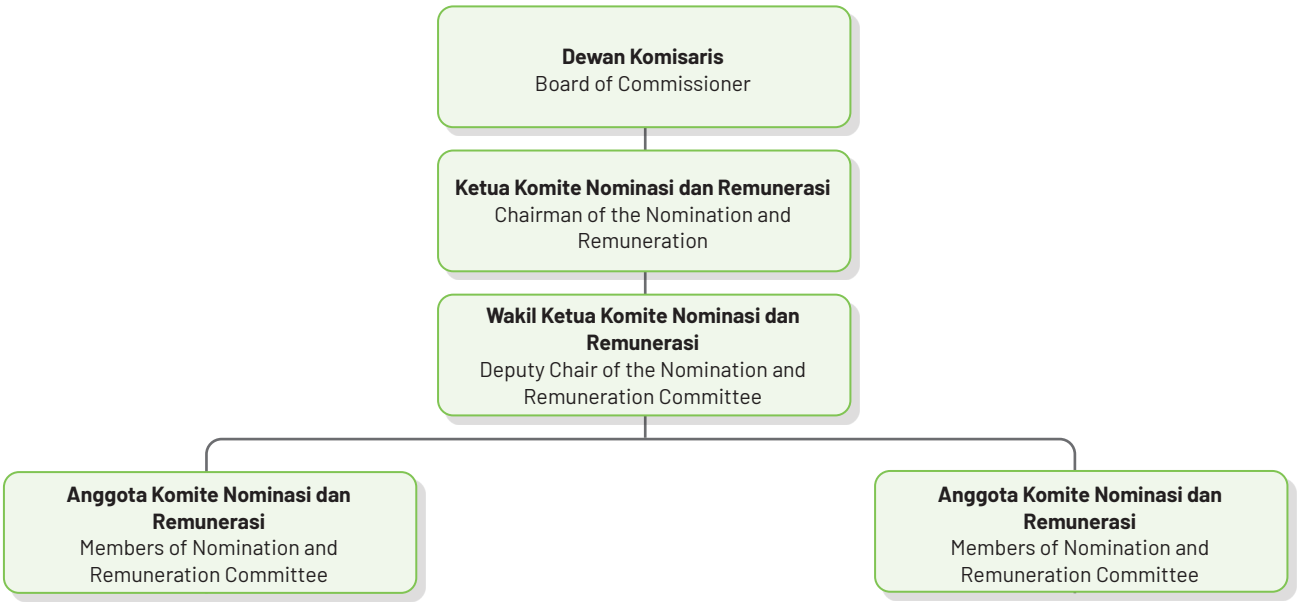
LEGAL BASIS

The establishment of the Nomination and Remuneration Committee refers to:

1. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 of 2023.
2. Financial Services Authority Regulation No. 34/ POJK.04/2014 on Nomination and Remuneration Committee of Issuers or Public Companies.

STRUKTUR KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE STRUCTURE



PERSYARATAN KOMITE NOMINASI DAN REMUNERASI

Mengacu pada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 Tahun 2023 dan Peraturan Otoritas Jasa Keuangan Nomor 34/ POJK.04/2014 tentang Komite Nominasi dan Remunerasi.

Berdasarkan Peraturan Menteri BUMN, persyaratan Komite Nominasi dan Remunerasi adalah sebagai berikut:

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.

Selain itu, berdasarkan Peraturan Otoritas Jasa Keuangan (OJK), persyaratan Komite Nominasi dan Remunerasi adalah sebagai berikut:

NOMINATION AND REMUNERATION COMMITTEE REQUIREMENTS

Referring to the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 of 2023 and the Regulation of the Financial Services Authority Number 34/POJK.04/2014 on the Nomination and Remuneration Committee.

Based on the Regulation of the Minister of SOEs, the requirements for the Nomination and Remuneration Committee are as follows:

1. Nomination and Remuneration Committee Members or other nomenclature with the same function may come from members of the Board of Commissioners/ Supervisory Board or from outside the Company.
2. The Head of Nomination and Remuneration Committee or other nomenclature with the same function is the President Commissioner/Head of Supervisory Board/Member of the Board of Commissioners/Independent Supervisory Board or Member of the Board of Commissioners/Supervisory Board who can act independently.

In addition, the Financial Services Authority (OJK) Regulation stipulates the Committee requirements as follows:

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.
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 poin (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 KOMITE NOMINASI DAN REMUNERASI

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. Hingga 31 Desember 2024, tidak terdapat perubahan komposisi Komite Nominasi dan Remunerasi.

1. The Nomination and Remuneration Committee consists of at least 3 (three) members, with the following provisions:
   a. 1 (one) person who is the head and member, an Independent Commissioner; and
   b. Other members who may come from:
      i. Board of Commissioners member;
      ii. External parties of the Issuer or Public Company; or
      iii. Parties holding a managerial position under the Board of Directors in charge of human resources.
2. Other Nomination and Remuneration Committee members as referred to in paragraph (1) letter b, for the most part, cannot come from parties holding managerial positions under the Board of Directors in charge of human resources.
3. Nomination and Remuneration Committee Members who come from outside the Issuer or Public Company as referred to in point (1) letter b number 2 must meet the following requirements:
   a. Have no connections to the Issuer or Public Company, members of the Board of Directors, members of the Board of Commissioners, or the Majority Shareholders of the concerned Issuer or Public Company;
   b. Possess relevant expertise in Nomination and/or Remuneration matters; and
   c. Not hold a concurrent position as a member of any other committees within the concerned Issuer or Public Company..
4. Board of Directors Members of an Issuer or Public Company cannot serve as the Nomination and Remuneration Committee members.

NOMINATION AND REMUNERATION COMMITTEE 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. As of December 31, 2024, there were no changes to the Nomination and Remuneration Committee composition.

Susunan Komite Nominasi dan Remunerasi per 31 Desember 2024

Nomination and Remuneration Committee Composition as of December 31, 2024

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Alex Iskandar Munaf	Ketua Komite Nominasi dan Remunerasi / Head of Nomination and Remuneration Committee	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 14/DK-SB/XI/2023 tanggal 04 Desember 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-14/DK-SB/XI/2023 dated December 04, 2023	04 Desember 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / December 04, 2023 - until the end of his term of office as SMBR Board of Commissioners
Inosentius Samsul	Wakil Ketua Komite Nominasi dan Remunerasi / Deputy Head of Nomination and Remuneration Committee	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 14/DK-SB/XI/2023 tanggal 04 Desember 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-14/DK-SB/XI/2023 dated December 04, 2023	04 Desember 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / December 04, 2023 - until the end of his term of office as SMBR Board of Commissioners
Chowadja Sanova	Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 14/DK-SB/XI/2023 tanggal 04 Desember 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-14/DK-SB/XI/2023 dated December 04, 2023	04 Desember 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / December 04, 2023 - until the end of his term of office as SMBR Board of Commissioners
Hadi Daryanto	Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk Nomor: SK- 03/ DK-SB/II/2023 tanggal 3 Februari 2023 / PT Semen Baturaja Tbk Board of Commissioners Decree No: SK-03/DK-SB/II/2023 dated February 3, 2023	3 Februari 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / February 3, 2023 - until the end of his term of office as SMBR Board of Commissioners

PROFIL KOMITE NOMINASI DAN REMUNERASI

Ketua Komite Nominasi dan Remunerasi

Profil Ketua dan Wakil Ketua Nominasi dan Remunerasi yaitu Alex Iskandar Munaf dan Inosentius Samsul telah disajikan pada bagian "Profil Dewan Komisaris" di bab "Profil Perusahaan" dalam Laporan Tahunan ini.

Anggota Komite Nominasi dan Remunerasi

Profil Anggota Nominasi dan Remunerasi yaitu Chowadja Sanova dan Hadi Daryanto telah disajikan pada bagian "Profil Dewan Komisaris" di bab "Profil Perusahaan" dalam Laporan Tahunan ini.

INDEPENDENSI ANGGOTA KOMITE NOMINASI DAN REMUNERASI

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.

NOMINATION AND REMUNERATION COMMITTEE PROFILE

Head of Nomination and Remuneration Committee

The profiles of the Head and Deputy Head of Nomination and Remuneration Committee, namely Alex Iskandar Munaf and Inosentius Samsul, have been presented in the "Board of Commissioners Profile" section in the "Company Profile" chapter in this Annual Report.

Nomination and Remuneration Committee Members

Nomination and Remuneration Committee Member Profile of Chowadja Sanova and Hadi Daryanto have been presented in the "Board of Commissioners Profile" section in the "Company Profile" chapter in this Annual Report.

NOMINATION AND REMUNERATION COMMITTEE INDEPENDENCE

The Nomination & Remuneration Committee members are Independent. All members have no affiliation with the Company's Management, including holding any position in the organizational structure of the Company or its Subsidiaries.

Tabel Independensi Anggota Komite Nominasi dan Remunerasi

Table of Nomination and Remuneration Committee Independence

Kriteria Independensi / *Independence Criteria*	Alex Iskandar Munaf	Inosentius Samsul	Chowadja Sanova	Hadi Daryanto
Tidak berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi SDM. / Not from managerial position under the Board of Directors in charge of HR.	✓	✓	✓	✓
Tidak mempunyai hubungan afiliasi dengan perusahaan, anggota Dewan Komisaris, anggota Direksi atau Pemegang / Saham Utama Perusahaan. / Not affiliated with the Company, members of the Board of Commissioners, or members of the Board of Directors or major shareholders of the Company.	✓	✓	✓	✓
Tidak mempunyai hubungan keluarga sedarah sampai derajat ke 3 baik menurut garis lurus maupun garis ke samping ataupun hubungan timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan Direksi. / No family relations up to the third-degree line either vertically or horizontally or relations arising from marriage with another member of the Board of Commissioners or with the Board of Directors.	✓	✓	✓	✓
Tidak mengambil keuntungan pribadi baik secara langsung maupun tidak langsung dari kegiatan Perusahaan selain penghasilan yang sah. / 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. / No business relations, either directly or indirectly, which are related to the Company's business activities.	✓	✓	✓	✓

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.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

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 as 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 memiliki tugas dan tanggung jawab sebagai berikut:

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*);
   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*);

NOMINATION AND REMUNERATION COMMITTEE DUTIES AND RESPONSIBILITIES

Based on the Company's Board of Commissioners Decree No. SK-03/DK-SB/II/2022, the Nomination & Remuneration Committee has the following duties and responsibilities:

1. Regarding 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. 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. 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 tanggung jawabnya 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.

KEWAJIBAN KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi memiliki kewajiban sebagai berikut:

1. Melakukan tinjauan secara berkala atas sistem Manajemen Talenta Perusahaan serta pengawasan dan evaluasi atas pelaksanaannya.
2. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian Talenta yang dilakukan oleh Direksi.
3. Melakukan validasi dan kalibrasi atas Talenta Terseleksi (*selected talent*), untuk menghasilkan daftar Talenta Ternominasi (nominated talent) yang dinominasikan oleh Dewan Komisaris kepada RUPS

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 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.

NOMINATION AND REMUNERATION COMMITTEE OBLIGATIONS

The Nomination and Remuneration Committee has the following obligations:

1. Periodically review the Company's Talent Management System and Supervision and evaluate its implementation.
2. Evaluate the system and procedures for classifying Talents carried out by the Board of Directors.
3. Perform validation and calibration of Selected Talents, to produce a list of Nominated Talents proposed by the Board of Commissioners to the GMS.

4. Melakukan evaluasi terhadap calon wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS.
5. Melakukan evaluasi atas usulan KPI individu anggota Direksi.
6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris Perusahaan.
7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris Perusahaan.
8. Melakukan evaluasi atas kebijakan remunerasi bagi karyawan yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris Perusahaan.
9. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi Perusahaan.
10. Melaksanakan penugasan-penugasan lain dari Dewan Komisaris.

4. Evaluate the prospective company representatives who will be proposed as members of the Board of Directors or members of the Board of Commissioners of the Subsidiary, before being submitted to the GMS.
5. Evaluate the proposed KPI individual members of the Board of Directors.
6. Prepare the proposed individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners of the Company.
7. Prepare a proposal for the development program for members of the Board of Directors and/or members of the Board of Commissioners of the Company.
8. Evaluate the remuneration policy for employees who need approval/response from the Board of Commissioners of the Company.
9. Evaluate the proposal of the Board of Directors regarding the Company's organizational structure.
10. Carry out other assignments from the Board of Commissioners.

RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan

Kebijakan 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.

FREKUENSI DAN KEHADIRAN RAPAT

Di tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan rapat sebanyak 2 (dua) kali. Informasi rapat Komite Nominasi dan Remunerasi adalah sebagai berikut:

Tabel Frekuensi Kehadiran Komite Nominasi dan Remunerasi

NOMINATION AND REMUNERATION COMMITTEE MEETING

Policy

The Nomination and Remuneration Committee implementations are conducted in accordance with the Committee Charter. The meetings are held periodically at least once every 4 (four) months or as requested by the Board of Commissioners.

MEETING FREQUENCY AND ATTENDANCE

In 2024, the Nomination and Remuneration Committee has held 2 (two) meetings with the following details:

Table of Nomination and Remuneration Committee Meeting Attendance Frequency

No	Nama / *Name*	Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Alex Iskandar Munaf	2	2	100
2	Inosentius Samsul	2	2	100
3	Chowadja Sanova	2	2	100
4	Hadi Daryanto	2	2	100

AGENDA RAPAT

AGENDA RAPAT

No	Tanggal / *Date*	Tempat / *Place*	Agenda
1	02 April 2024 / April 02, 2024	*Teams Meeting*	Pembahasan Persetujuan Pengangkatan Komisaris Independen pada PT Baturaja Multi Usaha / Discussion of Approval of Appointment of Independent Commissioner at PT Baturaja Multi Usaha
2	25 November 2024 / November 25, 2024	*Teams Meeting*	Usulan pemberhentian dan pengangkatan anggota Dewan Komisaris pada Anak Perusahaan SMBR (PT Baturaja Multi Usaha) / Proposal for dismissal and appointment of members of the Board of Commissioners at SMBR Subsidiary (PT Baturaja Multi Usaha)

PROGRAM ORIENTASI KOMITE NOMINASI DAN REMUNERASI

Di tahun 2024, tidak terdapat anggota Komite Nominasi dan Remunerasi yang baru. Sehingga Perusahaan tidak melaksanakan program orientasi kepada anggota Komite Nominasi dan Remunerasi yang baru.

NOMINATION AND REMUNERATION COMMITTEE ORIENTATION PROGRAM

In 2024, there were no new members of the Nomination and Remuneration Committee. Thus the Company did not hold an orientation program for new members of the Nomination and Remuneration Committee.

PROGRAM PENGEMBANGAN 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*. Pengembangan kompetensi Komite Nominasi dan Remunerasi telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis" dalam Laporan Tahunan ini.

NOMINATION AND REMUNERATION COMMITTEE COMPETENCY DEVELOPMENT PROGRAM

The Company facilitates various competency development programs that are tailored to the Company's business development which may be conducted in the form of training, seminars, or workshops. The Nomination and Remuneration Committee competency development has been presented in the "Business Support Unit Review" chapter in this Annual Report.

KEBIJAKAN REMUNERASI KOMITE NOMINASI DAN REMUNERASI

Kebijakan

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.

Besaran

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.

NOMINATION AND REMUNERATION COMMITTEE REMUNERATION POLICY

Policy

Since all Nomination and Remuneration Committee members 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 Head or member of the Nomination and Remuneration Committee is not entitled to additional income other than their regular income as a Board member..

Amount

details of remuneration received by all members of the Nomination and Remuneration Committee have been presented in this Annual Report in the Governance Chapter, Board of Commissioners and Board of Directors Remuneration Sub-Chapter.

LAPORAN PELAKSANAAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI

Di tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawab 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 2023 Pada RKAP Tahun 2024.

NOMINATION AND REMUNERATION COMMITTEE DUTY IMPLEMENTATION REPORT

In 2024, the Nomination and Remuneration Committee has carried out the following duties and responsibilities:

1. Drafted the Nomination and Remuneration Committee Charter of PT Semen Baturaja Tbk, a guideline for the Nomination and Remuneration Committee to carry out the duties, functions, responsibilities, and governance of the Nomination and Remuneration Committee, following its duties in assisting the supervisory duties of the Board of Commissioners. This guideline is binding on each member of the Nomination and Remuneration Committee;
2. Carried out the Company's BUMN Top Talent Nomination Activities (BOD & BOD-1), namely by validating the selected Talent submitted by the Directors and also evaluating the Directors who are currently serving;
3. Discussed and evaluated proposals for changes to the Company's organizational structure from the Board of Directors, and provided recommendations to the Board of Commissioners regarding the proposals;
4. Provided recommendations on the proposed names of candidates for management of the Subsidiary PT Baturaja Multi Usaha (candidate members of the Board of Commissioners and Directors) submitted by the Board of Directors;
5. Prepared and conducted consultations on Tantiem Budget Planning for 2023 Performance in the 2024 RKAP.

KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko dibentuk guna memenuhi ketentuan hukum dan perundang-undangan di Indonesia untuk Perusahaan Terbuka serta sebagai bentuk komitmen Perseroan dalam menerapkan *Good Corporate Governance* secara konsisten, mengingat semakin kompleksnya tugas-tugas dan fungsi Dewan Komisaris dalam melakukan Pengawasan terhadap Perseroan.

DASAR HUKUM

Pembentukan Komite Manajemen Risiko mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, pada Pasal 21 ayat:

RISK MANAGEMENT COMMITTEE

The Risk Management Committee was established in compliance with legal and regulatory requirements in Indonesia for Public Companies and as the Company's commitment to implementing Good Corporate Governance consistently, considering the increasingly complex tasks and functions of the Board of Commissioners in supervising the Company.

LEGAL BASIS

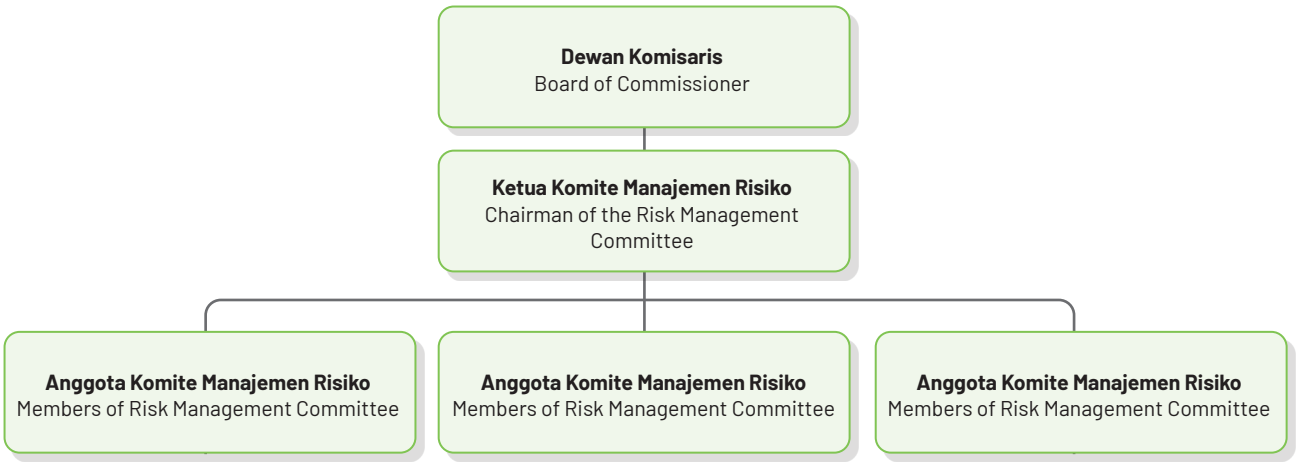
The establishment of the Risk Management Committee refers to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, in Article 21 paragraph:

1. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawab pengawasan, Dewan Komisaris/ Dewan Pengawas wajib membentuk paling sedikit:
   a. Sekretariat Dewan Komisaris/Dewan Pengawas;
   b. Komite Audit;
   c. Komite Nominasi dan Remunerasi atau Nomenklatur lain dengan Fungsi yang sama;
   d. Komite Lainnya, jika diperlukan.
2. Komite lain sebagaimana dimaksud pada poin (1) huruf d dapat dibentuk dalam hal:
   a. Diwajibkan berdasarkan ketentuan peraturan perundang-undangan;
   b. Diwajibkan oleh Menteri;
   c. Sesuai dengan kategori dan klasifikasi Risiko BUMN berdasarkan Intensitas Risiko BUMN; atau
   d. Disetujui oleh Menteri berdasarkan kompleksitas dan beban yang dihadapi Dewan Komisaris/Dewan Pengawas dalam menjalankan tugas di BUMN yang bersangkutan.
3. Pengangkatan anggota komite sebagaimana dimaksud pada ayat (1) dilakukan oleh Dewan Komisaris/Dewan Pengawas.
4. Dewan Komisaris/Dewan Pengawas wajib memastikan bahwa sekretariat dan komite yang telah dibentuk sebagaimana dimaksud pada ayat (1) menjalankan tugas secara efektif.
5. Komite sebagaimana dimaksud pada ayat (1) wajib menyusun pedoman dan tata tertib kerja komite dan wajib melaporkan hasil kerja komite paling sedikit satu tahun sekali.
6. Seorang atau lebih anggota komite sebagaimana dimaksud pada ayat (1) huruf b, huruf c, dan huruf d berasal dari anggota Dewan Komisaris/Dewan Pengawas

1. To support the effectiveness of the supervisory duties and responsibilities, the Board of Commissioners/ Supervisory Board shall establish at least:
   a. Secretariat of the Board of Commissioners/ Supervisory Board;
   b. Audit Committee;
   c. Nomination and Remuneration Committee or other Nomenclature with the same Function;
   d. Other Committees, if necessary.
2. Other committees as referred to in point (1) letter d may be formed in the following cases:
   a. Required under statutory provisions;
   b. Required by the Minister;
   c. In accordance with the category and classification of SOE Risk based on SOE Risk Intensity; or
   d. Approved by the Minister based on the complexity and burden faced by the Board of Commissioners/ Supervisory Board in carrying out its duties at the relevant SOEs.
3. The committee members as referred to in paragraph (1) is appointed by the Board of Commissioners/Supervisory Board.
4. The Board of Commissioners/Supervisory Board is obliged to ensure that the secretariat and committees that have been formed as referred to in paragraph (1) carry out their duties effectively.
5. The committee as referred to in paragraph (1) is obliged to prepare guidelines and work rules for the committee and report the results of the committee's work at least once a year.
6. One or more members of the committee as referred to in paragraph (1) letters b, c, and d come from members of the Board of Commissioners/Supervisory Board.

STRUKTUR KOMITE MANAJEMEN RISIKO

RISK MANAGEMENT COMMITTEE STRUCTURE



PERSYARATAN KOMITE MANAJEMEN RISIKO

KOMPOSISI DAN MASA JABATAN KOMITE MANAJEMEN RISIKO

Dalam 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. Hingga 31 Desember 2024, tidak terdapat perubahan komposisi Komite Manajemen Risiko.

RISK MANAGEMENT COMMITTEE REQUIREMENTS

RISK MANAGEMENT COMMITTEE COMPOSITION AND TERM OF OFFICE

The Risk Management Committee Charter regulates the membership and composition of the Risk Management Committee to consist of at least 3 (three) members comprising of the committee head who is a Board of Commissioners member and other committee members who come from other Board of Commissioners or parties from outside the Company. At least, one committee member must have a background and competence as well as expertise in risk management and/or finance. As of December 31, 2024, there were no changes in the composition of the Risk Management Committee. Chronology of Changes in the Risk Management Committee Composition in 2024

Susunan Komite Manajemen Risiko per 31 Desember 2024

Risk Management Committee Composition as of December 31, 2024

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Hadi Daryanto	Ketua Komite Manajemen Risiko / Head of Risk Management Committee	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor: SK-02/DK-SB/II/2023, tanggal 03 Februari 2023. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-02/DK-SB/II/2023, dated February 3, 2023.	3 Februari 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / February 3, 2023 - until the end of his term of office as SMBR Board of Commissioners
Inosentius Samsul	Anggota Komite Manajemen Risiko / Risk Management Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor: SK-13/DK-SB/XI/2023, tanggal 23 November 2023. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-13/DK-SB/XI/2023, dated November 23, 2023.	23 November 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / November 23, 2023 - until the end of his term of office as SMBR Board of Commissioners

Nama / *Name*	Jabatan / *Position*	Dasar Pengangkatan / *Basis of Appointment*	Periode Jabatan / *Term of Office*
Fransisca Niken Handini	Anggota Komite Manajemen Risiko / Risk Management Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor: SK-06/DK-SB/II/2022, tanggal 28 Februari 2022. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-06/DK-SB/II/2022, dated February 28, 2022.	01 Maret 2022 - sekarang / March 1, 2022 - present
Fahmi Anhar Nurdiyanto	Anggota Komite Manajemen Risiko / Risk Management Committee Member	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor: SK-02/DK-SB/I/2021, tanggal 01 Februari 2021. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-02/DK-SB/I/2021, dated February 1, 2021.	31 Januari 2021 - sekarang / January 31, 2023 - present

PROFIL KOMITE MANAJEMEN RISIKO

Ketua Komite Manajemen Risiko

RISK MANAGEMENT COMMITTEE PROFILE

Head of Risk Management Committee

HADI DARYANTO Ketua Komite Manajemen Risiko / *Head of Risk Management Committee*	
Masa Jabatan / *Term of Office*	03 Februari 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / February 03, 2023 - until the end of his term of office as SMBR Board of Commissioners
Kewarganegaraan / *Citizenship*	Indonesia
Dasar Penunjukan / *Basis of Appointment*	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor : SK-02/DK-SB/II/2023, tanggal 03 Februari 2023. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-02/DK-SB/II/2023, dated February 3, 2023.

Profil Hadi Daryanto telah disajikan dalam "Profil Dewan Komisaris" pada bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan.

Hadi Daryanto's profile has been presented in the "Board of Commissioners Profile" in the "Company Profile" chapter in the Annual Report.

Anggota Komite Manajemen Risiko

Risk Management Committee Members

INOSENTIUS SAMSUL Anggota Komite Manajemen Risiko / *Risk Management Committee Member*	
Masa Jabatan / *Term of Office*	23 November 2023 - sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR / November 23, 2023 - until the end of his term of office as SMBR Board of Commissioners
Kewarganegaraan / *Citizenship*	Indonesia
Dasar Penunjukan / *Basis of Appointment*	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor : SK-13/DK-SB/XI/2023, tanggal 23 November 2023. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-13/DK-SB/XI/2023, dated November 23, 2023.

Profil Inosentius Samsul telah disajikan dalam "Profil Dewan Komisaris" pada bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan.

Inosentius Samsul's profile has been presented in the "Board of Commissioners Profile" in the "Company Profile" chapter in the Annual Report.



FRANSISCA NIKEN HANDINI

Anggota Komite Manajemen Risiko

Member of the Risk Management Committee

Masa Jabatan / *Term of Office*	01 Maret 2022 – sekarang / March 01, 2022 - present
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	44 tahun (per 31 Desember 2024) / 44 years old (as of December 31, 2024)
Tempat/Tanggal Lahir / *Place and Date of Birth*	Jakarta, 05 November 1980 / Jakarta, November 05, 1980
Domisili / *Domicile*	Jakarta
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor : SK-06/DK-SB/II/2022, tanggal 28 Februari 2022. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-06/DK-SB/II/2022, dated February 28, 2022
Riwayat Pendidikan / *Educational Background*	S1 Hukum dari Universitas Nasional Jakarta (2003) / Bachelor of Law from Universitas Nasional Jakarta (2003)
Riwayat Pekerjaan / *Professional Background*	• Staff Sekretaris Dewan Komisaris PT Semen Baturaja (Persero) Tbk (September 2020- Februari 2022) / Staff Secretary to the Board of Commissioners of PT Semen Baturaja (Persero) Tbk (September 2020- February 2022) • Tenaga Teknis Tim Serap Aspirasi UU Cipta Kerja Kementerian Koordinator Bidang Perekonomian (2020-2021) / Technical Staff for the Aspiration Absorption Team for the Job Creation Law of the Coordinating Ministry for Economic Affairs (2020-2021) • Staff Sekretaris Dewan Komisaris PT Taspen (Persero) (2019–2020) / Staff Secretary to the Board of Commissioners of PT Taspen (Persero) (2019–2020) • Staf khusus Menteri Investasi/Kepala BKPM RI (2014–2016) / Special staff to the Minister of Investment/Head of BKPM RI (2014–2016) • Legal Supervisor PT Garudafood Putra Putri Jaya (2009–2014) • Compliance Officer & Executive Assistant to President Director PT Mahakarya Artha Securities (2005–2009) • Legal & Executive Assistant to President Director Menteng Hotel Group (2003–2005)
Sertifikasi yang Dimiliki / *Certifications*	Belum memiliki sertifikasi / Has no certifications
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding



FAHMI ANHAR NURDIYANTO

Anggota Komite Manajemen Risiko

Member of the Risk Management Committee

Masa Jabatan / *Term of Office*	31 Januari 2021 – sekarang / January 31, 2021 - present
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	39 tahun (per 31 Desember 2024) / 39 years old (as of December 31, 2024)
Tempat/Tanggal Lahir / *Place and Date of Birth*	Magelang, 20 April 1985 / Magelang, April 20, 1985
Domisili / *Domicile*	Jawa Tengah / Central Java
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Dewan Komisaris PT Semen Baturaja Tbk nomor : SK-02/DK-SB/I/2021, tanggal 01 Februari 2021. / PT Semen Baturaja Tbk Board of Commissioners Decree No. SK-02/DK-SB/I/2021, dated February 1, 2021.
Riwayat Pendidikan / *Educational Background*	S1 - Administrasi Negara dari Universitas Negeri Sebelas Maret (2007) / Bachelor's degree in State Administration of Universitas Negeri Sebelas Maret (2007)
Riwayat Pekerjaan / *Professional Background*	• Tenaga Teknis Tim Serap Aspirasi UU Cipta Kerja Kementerian Koordinator Bidang Perekonomian (2020-2021) / Technical Staff in the Aspiration Captivation Team for Job Creation Law of the Coordinating Ministry of Economics (2020-2021) • Accounting Bourbon Docking & Sourcing DMCEST Dubai UAE (2017-2020) • International Contributor PT Media Televisi Tbk (Metro TV) (2018-2020) • Area Customer Experience Specialist PT Bank Tabungan Pensiunan Nasional Tbk (2013-2017) • Operations Officer PT Bank Tabungan Pensiunan Nasional Tbk (2008-2013) • News Anchor PT Televisi Terang Abadi Surakarta (2007)
Sertifikasi yang Dimiliki / *Certifications*	Belum memiliki sertifikasi / Has no certifications
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding

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.

RISK MANAGEMENT COMMITTEE INDEPENDENCE

The Risk Management Committee members are independent. All members have no affiliation with the Company's Management, including holding any position in the organizational structure of the Company or its Subsidiaries.

Tabel Independensi Anggota Komite Manajemen Risiko **Table of Risk Management Committee Independence**

Kriteria Independensi / *Independence Criteria*	Hadi Daryanto	Inosentius Samsul	Fransisca Niken Handini	Fahmi Anhar Nurdiyanto
Tidak mempunyai hubungan afiliasi dengan perusahaan, anggota dewan komisaris, anggota direksi atau pemegang saham utama perusahaan. / Not affiliated with the Company, members of the Board of Commissioners, or members of the Board of Directors or major shareholders of the Company.	✓	✓	✓	✓
Tidak mempunyai hubungan keluarga sedarah sampai derajat ke 3 baik menurut garis lurus maupun garis ke samping ataupun hubungan timbul karena perkawinan dengan anggota dewan komisaris lainnya atau dengan direksi / No family relations up to the third-degree line either vertically or horizontally or relations arising from marriage with another member of the Board of Commissioners or with the Board of Directors.	✓	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan. / No business relations, either directly or indirectly, which are related to the Company's business activities.	✓	✓	✓	✓
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum mengambil posisi tersebut. / Not working or having the authority and responsibility to plan, lead, control or supervise the Company within 6 (six) months prior to assuming such position.	✓	✓	✓	✓

PIAGAM (CHARTER) KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko telah memiliki Piagam Komite Manajemen Risiko yang telah disetujui dan disahkan oleh Dewan Komisaris di tahun 2017.

TUGAS DAN TANGGUNG JAWAB KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko memiliki tugas dan tanggung jawab sebagai berikut:

1. Bertanggung jawab menjalankan tugas dengan sebaik-baiknya berpedoman pada Piagam Komite Manajemen Risiko.
2. Menyusun rencana kerja Komite Risiko Tahunan (RKKRT) yang disetujui Dewan Komisaris.
3. Melakukan *review* 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 atau pelepasan aset.
   e. Hal lain yang membutuhkan saran dan masukan dari Dewan Komisaris.

RISK MANAGEMENT COMMITTEE CHARTER

The Risk Management Committee has a Risk Management Committee Charter which has been approved and ratified by the Board of Commissioners in 2017.

RISK MANAGEMENT COMMITTEE DUTIES AND RESPONSIBILITIES

The Risk Management Committee has the following duties and responsibilities:

1. Perform duties in the best possible manner guided by the Risk Management Committee Charter.
2. Prepare the Annual Risk Committee work plan (RKKRT) approved by the Board of Commissioners.
3. Review the Board of Directors' request for approval to the Board of Commissioners for the corporate plan actions include:
   a. Company Work Budget Plan (RKAP), Company Long Term Plan (RJPP) and other Work Plans.
   b. Investment, investment cooperation, capital participation or other company business activities.
   c. Formation or dissolution of a Subsidiary or Joint Venture Company.
   d. Asset management, asset guarantee and/or asset disposal.
   e. Other matters that require advice and input from the Board of Commissioners.

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 hal-hal yang perlu mendapat perhatian Dewan Komisaris

4. Monitor and evaluate the work plans and implementation of the GCG and Risk Management work units.
5. Mitigate the key risks facing the company and ensure that management has taken the necessary steps to manage those risks.
6. Evaluate the Company's risk management policies and strategies.
7. Periodically report the results of monitoring and evaluation and provide recommendations on matters that require the attention of the Board of Commissioners.

RAPAT KOMITE MANAJEMEN RISIKO

Kebijakan

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.

RISK MANAGEMENT COMMITTEE MEETING

Policy

The Risk Management Committee Charter regulates that the Risk Management Committee meeting must be held at least once in 3 (three) months or according to the request of the Board of Commissioners.

FREKUENSI DAN KEHADIRAN RAPAT

Di tahun 2024, Komite Manajemen Risiko telah melaksanakan rapat sebanyak 16 (enam belas) kali. Informasi rapat Komite Manajemen Risiko adalah sebagai berikut:

Tabel Frekuensi Kehadiran Komite Manajemen Risiko

MEETING FREQUENCY AND ATTENDANCE

In 2024, the Risk Management Committee held 16 (sixteen) meetings with the following details:

Table of Risk Management Committee Attendance Frequency

No	Nama / *Name*	Jumlah Rapat / *Total Meetings*	Jumlah Kehadiran / *Total Attendance*	Persentase Kehadiran (%) / *Attendance Rate (%)*
1	Hadi Daryanto	16	16	100
2	Inosentius Samsul	16	16	100
3	Fransisca Niken Handini	16	16	100
4	Fahmi Anhar Nurdiyanto	16	16	100

AGENDA RAPAT

MEETING AGENDA

No	Tanggal / *Date*	Tempat / *Place*	Agenda
1	15 Januari 2024 / January 15, 2024	*Teams Meeting*	Reviu kinerja bulan Desember 2023 / December 2023 performance review
2	16 Februari 2024 / February 16, 2024	*Teams Meeting*	Reviu kinerja bulan Januari 2024 / January 2024 performance review
3	20 Maret 2023 / March 20, 2023	*Teams Meeting*	Reviu kinerja bulan Februari 2024 / February 2024 performance review
4	23 April 2024 / April 23, 2024	*Teams Meeting*	Reviu kinerja bulan Maret 2024 / March 2024 performance review
5	17 Mei 2024 / May 17, 2024	*Teams Meeting*	Reviu kinerja bulan April 2024 / April 2024 performance review
6	21 Juni 2024 / June 21, 2024	*Teams Meeting*	Reviu kinerja bulan Mei 2024 / May 2024 performance review

No	Tanggal / *Date*	Tempat / *Place*	Agenda
7	19 Juli 2024 / Juli 19, 2024	*Teams Meeting*	Laporan kinerja bulan Juni 2024 / June 2024 performance report
8	21 Agustus 2024 / August 21, 2024	*Teams Meeting*	Laporan kinerja bulan Juli 2024 / July 2024 performance report
9	20 September 2024 / September 20, 2024	*Teams Meeting*	Laporan kinerja bulan Agustus 2024 / August 2024 performance report
10	25 Oktober 2024 / October 25, 2024	*Teams Meeting*	Laporan kinerja bulan September 2024 / September 2024 performance report
11	22 November 2024 / November 22, 2024	*Teams Meeting*	Laporan kinerja bulan Oktober 2024 / October 2024 performance report
12	20 Desember 2024 / Desember 20, 2024	*Teams Meeting*	Laporan kinerja bulan November 2024 / November 2024 performance report
13	11 Januari 2024 / January 11, 2024	*Teams Meeting*	Rapat Koordinasi Triwulan IV 2023 bersama Direktur Fungsi Keuangan dan SDM serta VP of HC & GRC / Quarter IV 2023 Coordination Meeting with the Director of Finance and HC Functions and VP of HC & GRC
14	22 April 2024 / April 22, 2024	*Teams Meeting*	Evaluasi Manajemen Risiko Triwulan I dan Koordinasi Rencana Kegiatan Triwulan II Tahun 2024 bersama dengan VP Corporate Secretary / Quarter I Risk Management Evaluation and Coordination of the 2024 Quarter II Activity Plan with the VP of Corporate Secretary
15	18 Juli 2024 / July 18, 2024	*Teams Meeting*	Evaluasi Manajemen RIsiko Triwulan II dan Koordinasi Rencana Kegiatan Triwulan III Tahun 2024 bersama dengan VP Corporate Secretary / Quarter II Risk Management Evaluation and Coordination of the 2024 Quarter III Activity Plan with the VP of Corporate Secretary
16	19 November 2024 / November 19, 2024	*Teams Meeting*	Pembahasan Kinerja Bulan Oktober dan s.d Oktober 2024, Progres Penyusunan RKAP Tahun 2025 dan Progres Tindak Lanjut Rekomendasi Hasil Audit BPK RI bersama dengan BOD-1 / Discussion of Performance in October and as of October 2024, Progress of Preparation of the 2025 RKAP and Progress of Follow-up to Recommendations from the Audit Results of the BPK RI together with BOD-1

PROGRAM PENGEMBANGAN KOMPETENSI KOMITE MANAJEMEN RISIKO

Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Pengembangan kompetensi Komite Manajemen Risiko telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis" dalam Laporan Tahunan ini.

KEBIJAKAN REMUNERASI KOMITE MANAJEMEN RISIKO

Kebijakan

Dasar kebijakan remunerasi Komite Manajemen Risiko terdapat pada Surat Keputusan Dewan Komisaris tentang Pemberhentian dan Pengangkatan masing-masing Anggota Komite.

RISK MANAGEMENT COMMITTEE COMPETENCY DEVELOPMENT PROGRAM

The Company facilitates various competency development programs that are tailored to the Company's business development which may be conducted in the form of training, seminars, or workshops. The Risk Management Committee competency development has been presented in the "Business Support Unit Review" chapter in this Annual Report.

RISK MANAGEMENT COMMITTEE REMUNERATION POLICY

Policy

The Risk Management Committee remuneration policy is based on the Board of Commissioners Decree regarding the Dismissal and Appointment of each Committee Member.

Besaran **Amount**

Nama / *Name*	Jabatan / *Position*	Gaji / *Salary*	Tunjangan Hari Raya / *Religious Holiday allowance*	Tunjangan / *Allowance*	Total Remunerasi 2024 / *Total Remuneration in 2024*
Fransisca Niken Handini	Anggota Komite Manajemen Risiko / Risk Management Committee Member	347.700.000	28.500.000	-	376.200.000
Fahmi Anhar Nurdiyanto	Anggota Komite Manajemen Risiko / Risk Management Committee Member	338.200.000	28.500.000	-	366.700.000

LAPORAN PELAKSANAAN KEGIATAN KOMITE MANAJEMEN RISIKO

Di tahun 2024, Komite Manajemen Risiko telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Menyusun Rencana Kerja Komite Risiko Tahunan (RKKRT) di setiap awal periode yang disetujui oleh Dewan Komisaris menjadi bagian rencana kerja Dewan Komisaris Tahun 2024;
2. Melakukan reviu atas permohonan persetujuan Direksi kepada Dewan Komisaris atas Rencana aksi korporasi, antara lain:
   a. Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2024, melalui rapat pembahasan bersama dengan BOD-1 dan Komite Audit;
   b. Rencana penerapan perjanjian royalti antara *holding* PT Semen Indonesia (Persero) Tbk dan PT Semen Baturaja Tbk, melalui rapat pembahasan bersama dengan BOD-1 dan Komite Audit;
   c. Investasi, kerja sama investasi, penyertaan modal dan/atau kegiatan bisnis perusahaan lainnya;
   d. Perubahan Struktur Organisasi sebagai tindak lanjut penyesuaian organ pengelolaan risiko perusahaan;
   e. Optimalisasi Pabrik Palembang, termasuk di dalamnya rencana relokasi *Distribution Center* Palembang;
   f. Permohonan persetujuan perubahan nama Kantor Akuntan Publik (KAP);
   g. Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024;
   h. Pembahasan *draft* RJPP 2024-2029;
   i. Hal lain yang membutuhkan saran dan masukan dari Dewan Komisaris.

RISK MANAGEMENT COMMITTEE DUTY IMPLEMENTATION REPORT

In 2024, the Risk Management Committee has carried out the following duties and responsibilities:

1. Preparing an Annual Risk Committee Work Plan (RKKRT) at the beginning of each period, approved by the Board of Commissioners to become part of the Board of Commissioners' 2024 work plan;
2. Reviewing approval requests from the Board of Directors to the Board of Commissioners for corporate action plans, including:
   a. Company Budget Work Plan (RKAP) for 2024, through joint discussion meetings with BOD-1 and the Audit Committee;
   b. Plan to implement a royalty agreement between the holding company PT Semen Indonesia (Persero) Tbk and PT Semen Baturaja Tbk, through a joint discussion meeting with BOD-1 and the Audit Committee;
   c. Investment, investment cooperation, capital participation, and/or other company business activities;
   d. Changes to the Organizational Structure as a follow-up to the adjustment of the Company's risk management organs;
   e. Optimization of the Palembang Factory, including the planned relocation of the Palembang Distribution Center;
   f. Request for approval for changes to the name of the Public Accounting Firm (KAP);
   g. Revision of the Company's Work Plan and Budget (RKAP) for 2024;
   h. Discussion of the draft RJPP 2024-2029;
   i. Other matters requiring advice and input from the Board of Commissioners.

3. Memantau dan melakukan evaluasi atas rencana dan pelaksanaan kerja terutama bidang manajemen risiko, *Good Corporate Governance* (GCG), melalui rapat bersama dengan BOD-1, Manajemen dan *Stakeholder* terkait.
4. Pembahasan dan reviu atas kinerja bulanan bersama BOC sampai dengan Triwulan IV tahun 2024.
5. Analisis mitigasi risiko-risiko utama perusahaan dalam Laporan Profil Risiko Korporat setiap bulannya bersama Unit of GRC & IC dan *Risk Owner* masing-masing divisi guna memastikan langkah-langkah untuk mengelola risiko tersebut sejalan dengan kebijakan BOD-BOC;
6. Melakukan evaluasi kebijakan dan strategi manajemen risiko Perseroan;
7. Secara berkala melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapatkan perhatian Dewan Komisaris dalam rapat internal Dewan Komisaris, yaitu antara lain pada tanggal 13 Juni 2024 setelah berdiskusi dengan VP Logistik, KMR memberikan masukan khusus kepada BOC terkait perkembangan situasi kritis logistik SMBR yang sedang menghadapi potensi risiko tinggi dan BOC kemudian bersurat kepada BOD dengan surat No. S-24/DK/SB/VI/2024.
8. Analisis dan evaluasi Laporan Manajemen Triwulanan Tahun 2024 PT Semen Baturaja Tbk;
9. *Monitoring* pelaksanaan & pelaporan *Whistleblowing System*/WBS serta anti penyuapan setiap bulannya bersama Unit Kerja GCG;
10. Bersama dengan Komite Audit mendukung Pelaksanaan Reviu Internal *Control Over Financial Reporting* (ICoFR) atau Diagnostik ICoFR di PT Semen Indonesia (Persero) Tbk yaitu melalui kegiatan wawancara Dewan Komisaris perihal Pendalaman Struktur Korporasi Holding dan Anak Perusahaan SIG pada tanggal 12 Juni 2024;
11. Berperan aktif mendukung pelaksanaan *Risk Maturity Index* tahun 2024, baik melalui kegiatan Survei yang dilaksanakan periode Juli 2024, dan pelaksanaan wawancara Dewan Komisaris yang diwakili oleh Komisaris Utama dan Komisaris/Ketua Komite Manajemen Risiko pada tanggal 6 dan 12 Agustus 2024.
12. Kunjungan Kerja ke lokasi pabrik semen dan distributor PT Semen Baturaja Tbk :
    a. Tanggal 17 April 2024 ke *Site* Baturaja
    b. Tanggal 18-19 April 2024 ke *Site* Panjang-Lampung;

3. Monitoring and evaluating work plans and implementation, specifically in the risk management areas, Good Corporate Governance (GCG), through joint meetings with BOD-1 and related Stakeholders held on the date;
4. Discussion and review of monthly performance with BOC aas of Quarter IV of 2024.
5. Analyzing the mitigation of the Company's main risks in the Corporate Risk Profile Report each month with Unit of GRC & IC and Risk Owner of each department to ensure the consistency of these risk management steps with BOD-BOC policies;
6. Evaluating the Company's risk management policies and strategies;
7. Periodically reporting the monitoring and evaluation results and providing recommendations on matters requiring the Board of Commissioners' attention in the Board of Commissioners internal meetings, namely, among others, on June 13, 2024, after discussing with the VP of Logistics, KMR provided special input to the BOC regarding the development of the critical situation of SMBR logistics which is facing potential high risks and the BOC then wrote to the BOD with letter No. S-24/DK/SB/VI/2024;
8. Analyzing and evaluating the 2024 Quarterly Management Report of PT Semen Baturaja Tbk;
9. Monitoring the implementation & monthly reporting of the Whistleblowing System/WBS and anti-bribery with GCG Work Unit;
10. Together with the Audit Committee, supporting the Implementation of the Internal Control Over Financial Reporting (ICoFR) Review or ICoFR Diagnostic at PT Semen Indonesia (Persero) Tbk, namely through the Board of Commissioners interview activity regarding the Deepening of the Corporate Structure of Holding and SIG Subsidiaries on June 12, 2024;
11. Actively supporting the implementation of the Risk Maturity Index in 2024, both through the Survey activity carried out in July 2024, and the implementation of interviews with the Board of Commissioners represented by the President Commissioner and Commissioner/Chairman of the Risk Management Committee on August 6 and 12, 2024;
12. Working Visit to the cement plant and distributor location of PT Semen Baturaja Tbk:
    a. April 17, 2024, to the Baturaja Site;
    b. April 18-19, 2024, to Panjang-Lampung Site;

c. Tanggal 6-7 Juni 2024 ke *Site* Baturaja;
d. Tanggal 29 September s.d 01 Oktober 2024 ke *Site* Panjang – Lampung;
e. Tanggal 12-14 November 2024 ke *Site* Baturaja;dan
f. Tanggal 8-10 Desember 2024 ke *Site* Baturaja.

13. Pendidikan dan Pelatihan/Seminar dalam rangka pengembangan Kompetensi Anggota Komite Manajemen Risiko selama Tahun 2024 sebagai berikut :
    a. Fahmi Anhar Nurdianto (Anggota Komite Manajemen Risiko)
        - Sosialisasi *Business Continuity Management System* (BCMS) diselenggarakan oleh Konsultan RWI Consulting, 22 Februari 2024;
        - Webinar Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN yang diselenggarakan oleh GCG, Risk Management and Legal Division PT Pratama Indomitra Konsultan, 28 Mei 2024;
        - *Focus Group Discussion* "Penguatan Tata Kelola Manajemen Risiko dan Kepatuhan (GRC) Sektor Publik Menuju Indonesia Emas 2045 diselenggarakan oleh Indonesia Risk Management Professional Association (IRMAPA), 26 Juni 2024;
        - Webinar Peran Integritas Bagi Penciptaan Kinerja Berprinsip Secara Berkelanjutan dalam Melayani Kebutuhan Masyarakat, diselenggarakan oleh *Center for Risk Management & Sustainability* (CRMS), 30 Juli 2024;
        - GRC Summit 2024 – "*Leadership For Suistainable Impact*: GRC, ESG dan SDGs" yang diselenggarakan oleh Enterprise Risk Management Academy (ERMA), Indonesia *Risk Management Professional Association* (IRMAPA), *Center for Risk Management & Sustainability* (CRMS), 23 Agustus 2024;
        - Sosialisasi Program Budaya Risiko, diselenggarakan oleh KAP Heliantono & Rekan November 2024;
        - Webinar *Marketing Mix Strategy* oleh SIG Group, 17 Desember 2024;
    b. Fransisca Niken Handini (Anggota Komite Manajemen Risiko)
        - Sosialisasi *Business Continuity Management System* (BCMS) diselenggarakan oleh Konsultan RWI Consulting, 22 Februari 2024;
        - Webinar Organ dan Sumber Daya Manusia BUMN berdasarkan Omnibus BUMN yang diselenggarakan oleh GCG, *Risk Management and Legal Division* PT Pratama Indomitra Konsultan, 28 Mei 2024;

c. June 6-7, 2024, to Baturaja Site;
d. September 29 to October 1, 2024, to Panjang Site – Lampung;
e. November 12-14, 2024, to Baturaja Site;and
f. December 8-10, 2024, to Baturaja Site;

13. Education and Training/Seminars for the development of Risk Management Committee Member Competence during 2024 are as follows:
    a. Fahmi Anhar Nurdianto (Risk Management Committee Member)
        - Dissemination of Business Continuity Management System (BCMS) organized by RWI Consulting Consultant, February 22, 2024;
        - Webinar on SOE Organs and Human Capital based on SOE Omnibus organized by GCG, Risk Management and Legal Division of PT Pratama Indomitra Consultant, May 28, 2024;
        - Focus Group Discussion "Strengthening Public Sector Risk Management and Compliance (GRC) Governance Towards Golden Indonesia 2045" organized by the Indonesia Risk Management Professional Association (IRMAPA), June 26, 2024;
        - Webinar on the Role of Integrity in Creating Sustainable Principled Performance in Serving Community Needs, organized by the Center for Risk Management & Sustainability (CRMS), July 30, 2024;
        - GRC Summit 2024 – "Leadership For Sustainable Impact: GRC, ESG and SDGs" organized by the Enterprise Risk Management Academy (ERMA), Indonesia Risk Management Professional Association (IRMAPA), Center for Risk Management & Sustainability (CRMS), August 23, 2024;
        - Dissemination of the Risk Culture Program, organized by KAP Heliantono & Rekan, November 7, 2024;
        - Marketing Mix Strategy Webinar by SIG Group, December 17, 2024;
    b. Fransisca Niken Handini (Member of the Risk Management Committee)
        - Dissemination of the Business Continuity Management System (BCMS) organized by RWI Consulting Consultants, February 22, 2024;
        - Webinar on BUMN Organs and Human Resources based on the BUMN Omnibus organized by GCG, Risk Management and Legal Division of PT Pratama Indomitra Konsultan, May 28, 2024;

- Riskhub International Webinar yang diselenggarakan oleh *Enterprise Risk Management Academy* (ERMA) dan *Indonesia Risk Management Professional Association* (IRMAPA), 12 Juni 2024;
- *Focus Group Discussion* "Penguatan Tata Kelola Manajemen Risiko dan Kepatuhan (GRC) Sektor Publik Menuju Indonesia Emas 2045 yang diselenggarakan *Indonesia Risk Management Professional Association* (IRMAPA), 26 Juni 2024;
- Webinar Peran Integritas bagi Penciptaan Kinerja Berprinsip Secara Berkelanjutan dalam Melayani Kebutuhan Masyarakat, yang diselenggarakan oleh *Center for Risk Management & Sustainability* (CRMS), 30 Juli 2024;
- Webinar Strategi Implementasi POJK 22/2023 dalam Industri Jasa Keuangan, yang diselenggarakan oleh *Center for Risk Management & Sustainability* (CRMS), 7 Agustus 2024;
- GRC Summit 2024 – "*Leadership For Suistainable Impact*: GRC, ESG dan SDGs" yang diselenggarakan oleh Enterprise Risk Management Academy (ERMA), *Indonesia Risk Management Professional Association* (IRMAPA), *Center for Risk Management & Sustainability* (CRMS), 23 Agustus 2024;
- Sosialisasi Program Budaya Risiko, diselenggarakan oleh KAP Heliantono & Rekan (seluruh Komite MR), 7 November 2024
- Webinar Marketing *Mix Strategy* oleh SIG Group, 17 Desember 2024.

- Riskhub International Webinar organized by the Enterprise Risk Management Academy (ERMA) and the Indonesia Risk Management Professional Association (IRMAPA), June 12, 2024;
- Focus Group Discussion "Strengthening Public Sector Risk Management and Compliance (GRC) Governance Towards Golden Indonesia 2045" held by the Indonesia Risk Management Professional Association (IRMAPA), June 26, 2024;
- Webinar on the Role of Integrity in Creating Sustainable Principled Performance in Serving Community Needs, held by the Center for Risk Management & Sustainability (CRMS), July 30, 2024;
- Webinar on POJK 22/2023 Implementation Strategy in the Financial Services Industry, held by the Center for Risk Management & Sustainability (CRMS), August 7, 2024;
- GRC Summit 2024 – "Leadership For Sustainable Impact: GRC, ESG and SDGs" held by the Enterprise Risk Management Academy (ERMA), Indonesia Risk Management Professional Association (IRMAPA), Center for Risk Management & Sustainability (CRMS), August 23, 2024;
- Dissemination of the Risk Culture Program, held by KAP Heliantono & Rekan (all MR Committee), November 7, 2024
- Marketing Mix Strategy Webinar by SIG Group, December 17, 2024.

ORGAN PENDUKUNG DIREKSI

SEKRETARIS PERUSAHAAN

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 performa Perusahaan dalam batas-batas yang ditetapkan dalam protokol informasi yang ditetapkan Perusahaan dan penyampaian laporan-laporan lainnya kepada Stakeholders lainnya sesuai peraturan perundang-undangan disampaikan tepat waktu.

BOARD OF DIRECTORS SUPPORTING ORGANS

CORPORATE SECRETARY

The Corporate Secretary is in charge of providing information to the Boards periodically and/or at any time if requested, as well as providing the required information on the Company's data or performance within the limits in the information protocol set by the Company and submitting other reports to other stakeholders in accordance with laws and regulations in a timely manner.

DASAR HUKUM

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-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
3. Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

LEGAL BASIS

The appointment of the Corporate Secretary refers to the following statutory regulations:

1. Law No. 19 of 2003 on State-Owned Enterprises Article 20.
2. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
3. Financial Services Authority Regulation No. 35/POJK.04/2014 on Corporate Secretaries of Issuers or Public Companies.

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan melaksanakan fungsi komunikasi dan bertanggung jawab langsung kepada Direktur Utama. Sekretaris Perusahaan dibantu oleh *Unit of Legal, Unit of Secretarial & Stakeholder Management, Unit of Corporate Social Responsibility* dan *Section of Security*.

Informasi struktur organisasi Sekretaris Perusahaan adalah sebagai berikut:

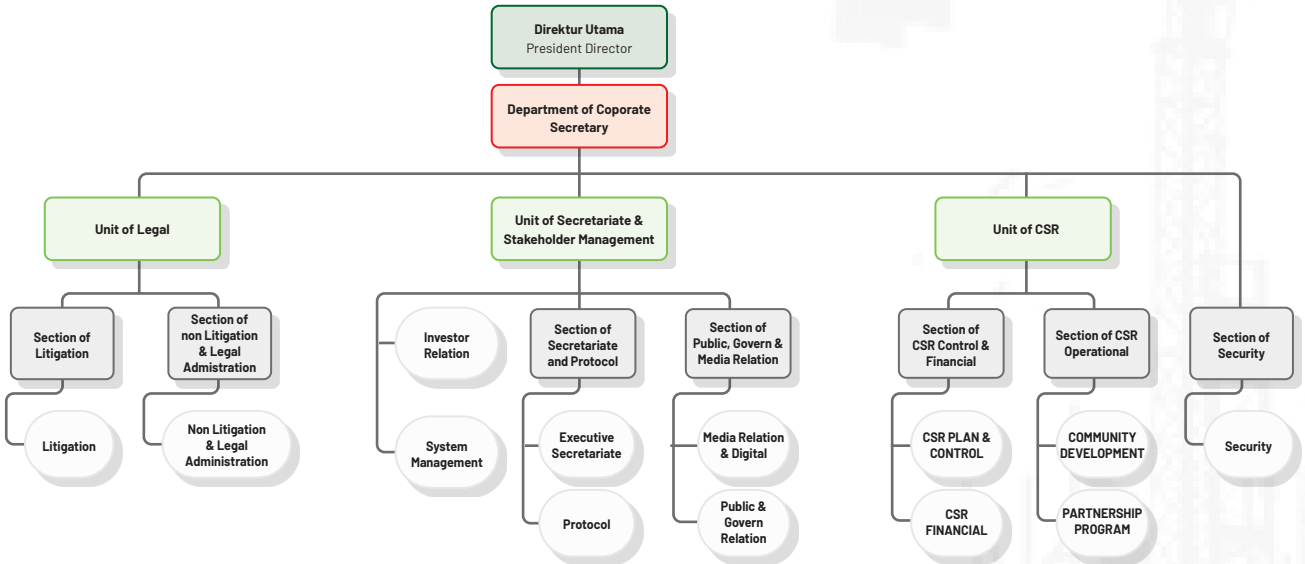
CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE

The Corporate Secretary serves a communication function directly under the President Director. The Corporate Secretary is assisted by Unit of Legal, Unit of Secretarial & Stakeholder Management, Unit of Corporate Social Responsibilit , and Section of Security

The organizational structure information of the Corporate Secretary is as follows:

Struktur Organisasi Sekretaris Perusahaan tahun 2024

Corporate Secretary Organizational Structure in 2024



Dalam pelaksanaan fungsi dan tugasnya, Sekretaris Perusahaan terbagi dalam 4 Unit, yaitu:

1. ***Unit of Legal & Compliance***
   Bertanggung jawab dalam mengembangkan dan mengawasi proses hukum perusahaan untuk memastikan tidak adanya pelanggaran hukum dalam proses pencapaian target keseluruhan perusahaan.
2. ***Unit of 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. ***Unit of 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 menyejahterakan masyarakat, melestarikan lingkungan hidup sekitar serta menggerakkan roda perekonomian secara tepat guna dan tepat sasaran.
4. ***Section of Security***
   Bertanggung jawab memimpin, mengelola, mengawasi dan mengevaluasi kegiatan pengamanan keseluruhan lokasi, aset dan fasilitas perusahaan untuk menjaga kelancaran dan keberlangsungan operasional perusahaan serta memberikan rasa aman bagi pegawai

In performing its functions and duties, the Corporate Secretary is divided into 4 units:

1. **Unit of Legal & Compliance**
   Responsible for developing and overseeing the Company's legal process to ensure that the company achieves its overall targets without violating any laws or regulations.
2. **Unit of Secretarial & Stakeholder Management**
   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. **Unit of Corporate Social Responsibility**
   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.
4. **Section of Security**
   Responsible for leading, managing, supervising, and evaluating security activities for all locations, assets, and company facilities to maintain the Company's smooth and sustainable operation as well as provide a sense of security for employees.

PROFIL SEKRETARIS PERUSAHAAN

CORPORATE SECRETARY PROFILE



HARI LIANDU

Vice President of Corporate Secretary

Masa Jabatan / *Term of Office*	01 Maret 2024 - sekarang / March 01, 2024 - present
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	47 tahun / 47 years old
Tempat/Tanggal Lahir / *Place and Date of Birth*	Jakarta, 08 September 1977 / Jakarta, September 08, 1977
Domisili / *Domicile*	Palembang, Sumatera Selatan, Indonesia / Palembang, South Sumatera, Indonesia
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Direksi No. No. PH.01.04/022/2024 tanggal 01 Maret 2024 / Board of Directors Decree No. PH.01.04/022/2024 dated March 01, 2024.
Riwayat Pendidikan / *Educational Background*	• S2 - Magister Manajemen Universitas Sriwijaya (2023) / Master's Degree - Master of Management, Universitas Sriwijaya (2023) • S1 - Ekonomi Akuntansi Universitas Jambi (2001) / Bachelor's Degree - Accounting Economics, Universitas Jambi (2001)
Riwayat Pekerjaan / *Professional Background*	• Vice President of Internal Audit (2023-2024) • Vice President Management Accounting & ICT (2022-2023) • Vice President Accounting & Finance (2018-2022) • Vice President Management Accounting (2018-2019)
Sertifikasi yang Dimiliki / *Certifications*	• Kepala Satuan Pengawasan Internal, dari Pusat Pengembangan Akuntansi dan Keuangan (2023) / Head of Internal Audit Unit, from the Center for Accounting and Finance Development (2023) • *Risk Management* – QRMO (*Qualified Risk Management Officer*), dari BNSP (Badan Nasional Sertifikasi Profesi) (2023) / Risk Management – QRMO (Qualified Risk Management Officer), from BNSP (National Professional Certification Agency) (2023) • Kursus Pajak Tingkat Brevet A, dari LP3 Yayasan Artha Bakti Palembang (2003) / Brevet A Level Tax Course, from LP3 Yayasan Artha Bakti Palembang (2003)
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding

TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

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

ORPORATE SECRETARY DUTIES AND RESPONSIBILITIES

The Corporate Secretary's duties and responsibilities based on Financial Services Authority Regulation (POJK) No. 35/POJK.04/2014 is to keep abreast with developments in the capital market, especially applicable laws and regulations; provide input to the Board of Directors and Board of Commissioners of issuers or public companies to comply with the provisions of laws and regulations in the capital

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.

market sector; assist the Board of Directors and Board of Commissioners in implementing corporate governance which includes:

1. Disclose information to the public and make it available on the issuer or public company's website.
2. Submit reports to the Financial Services Authority in a timely manner.
3. Organize and document the General Meeting of Shareholders.
4. Organize and document meetings of the Board of Directors and/or the Board of Commissioners.
5. Implement company orientation programs for the Board of Directors and/or the Board of Commissioners.
6. Act as a liaison between issuers or public companies with shareholders of issuers or public companies, the Financial Services Authority, and other stakeholders.

Lebih lanjut, Sekretaris Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

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.

Further details of the Corporate Secretary's duties and responsibilities include:

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. Bertanggung jawab dalam mengembangkan, mengarahkan dan menyetujui strategi serta implementasi kegiatan tanggung jawab sosial perusahaan untuk memastikan perusahaan dapat membantu upaya menyejahterakan masyarakat, melestarikan lingkungan hidup sekitar serta menggerakkan roda perekonomian rakyat setempat secara tepat guna dan tepat sasaran.
7. Mengembangkan, mengarahkan dan menyetujui strategi serta implementasi kegiatan program *sponsorship* terhadap *stakeholder* perusahaan secara tepat guna dan tepat sasaran.
8. 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.

6. Responsible for developing, directing and approving the strategy and implementation of 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 approving the strategy and implementation of the sponsorship program to stakeholders effectively and on target.
8. 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.

PROGRAM PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Pengembangan kompetensi Sekretaris Perusahaan telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis" dalam Laporan Tahunan ini.

LAPORAN PELAKSANAAN KEGIATAN SEKRETARIS PERUSAHAAN

Di tahun 2024, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Memfasilitasi pelaksanaan konsultasi dan bantuan hukum kepada seluruh Unit kerja sesuai dengan permintaan konsultasi.
2. Mengkoordinir pengelolaan pengurusan perjanjian & perizinan terkait operasional Perusahaan sebanyak 12 Pengurusan Perizinan dan Pembuatan 184 Kontrak/ Perjanjian.
3. Menyelenggarakan Rapat termasuk Rapat Direksi dan Dewan Komisaris sebanyak 15 kali, Rapat Internal Direksi sebanyak 12 kali, Rapat Direksi dan Staf sebanyak 32 kali, Rapat Umum Pemegang Saham sebanyak 1 kali (RUPST Tahun Buku 2023 pada29 Mei 2024), *Public Expose* sebanyak 1 kali (6 Desember 2024), dan Rapat Tinjauan Manajemen sebanyak 1 kali (22 Agustus 2024).

CORPORATE SECRETARY COMPETENCE DEVELOPMENT PROGRAM

The Company facilitates various competency development programs that are tailored to the Company's business development which may be conducted in the form of training, seminars, or workshops. The Corporate Secretary competency development has been presented in the "Business Support Unit Review" chapter in this Annual Report.

CORPORATE SECRETARY DUTY IMPLEMENTATION REPORT

In 2024, the Corporate Secretary has carried out the following duties and responsibilities:

1. Facilitating the implementation of consultation and legal assistance to all work units in accordance with consultation requests.
2. Coordinating the management of agreements & permits related to the Company's operations of 12 Permit Management and Making 184 Contracts/Agreements.
3. Organizing Meetings including 15 Board of Directors and Board of Commissioners Meetings, 12 Internal Board of Directors Meetings, 32 Board of Directors and Staff Meetings, 1 General Meeting of Shareholders (AGM for 2023 Fiscal Year on May 29, 2024), 1 Public Expose (December 6, 2024), and 1 Management Review Meeting (August 22, 2024).

4. Mengkoordinir implementasi GCG dan Sistem Manajemen SMBR dengan melaksanakan Sosialisasi GCG dan Pemantauan Uji Kelayakan secara berkala setiap Triwulan, melaksanakan Asesmen GCG Tahun 2023, melaksanakan dan melakukan pendampingan Audit Sertifikasi SNI/ ISO 50001:2018 oleh Sucofindo, *Audit Surveillance* ke-3 SPPT SNI semen jenis PPC, *Audit Surveillance* ke-2 SPPT SNI OPC (Tipe I, II dan V) dan Surveillance ke-2 SNI/ISO 9001:2015 oleh BSPJI, *Audit Surveillance* ke-2 SNI/ISO 14001:2015 oleh Sucofindo, *Audit Surveillance* ke-1 SMK3 oleh Sucofindo, *Audit Surveillance* ke-1 SNI/ ISO 37001:2016 oleh BSI, serta pendampingan Audit Sertifikasi Green Label Indonesia..
5. Menerbitkan Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2023 serta memenuhi kewajiban penyampaian laporan keterbukaan informasi ke Bursa Efek Indonesia & Otoritas Jasa Keuangan sebanyak 63 laporan.
6. Menerbitkan Materi Publikasi Perusahaan (Iklan, Berita, dll) serta melakukan *update* dan *monitoring Website*, media sosial dan portal BUMN.
7. Melakukan penyaluran Dana CSR pengelolaan Dana Kemitraan dan pembinaan kepada UMK Binaan 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.
9. Mengelola, mengawasi dan mengevaluasi kegiatan pengamanan keseluruhan lokasi, aset dan fasilitas perusahaan untuk menjaga kelancaran dan keberlangsungan operasional perusahaan serta memberikan rasa aman bagi pegawai.

4. Coordinating the GCG and SMBR Management System implementation by conducting GCG Dissemination and Monitoring of Feasibility Test periodically every Quarter, carrying out GCG Assessment in 2024, implementing and providing assistance for SNI/ISO 50001:2018 Certification Audit by Sucofindo, 3rd Surveillance Audit of SNI SPPT for PPC type cement, 2nd Surveillance Audit of SNI SPPT OPC (Type I, II and V) and 2nd Surveillance of SNI/ISO 9001:2015 by BSPJI, 2nd Surveillance Audit of SNI/ISO 14001:2015 by Sucofindo, 1st Surveillance Audit of SMK3 by Sucofindo, 1st Surveillance Audit of SNI/ISO 37001:2016 by BSI, and assistance for Green Label Indonesia Certification Audit.
5. Publishing the Annual Report and Sustainability Report for the 2023 Fiscal Year and fulfilling the obligation to submit information disclosure reports to the Indonesia Stock Exchange & Financial Services Authority of 63 reports.
6. Publishing Company Publication Materials (Advertisements, News, etc.) and updating and monitoring the Website, social media, and SOE portals.
7. Distributing CSR Funds for Partnership Fund management and coaching to foster MSEs and Social and Environmental Responsibility programs that are right on target, including monitoring the level of collectibility and effectiveness of each TJSL program and issuing TJSL Program Implementation Reports in accordance with SAK ETAP and other applicable regulations.
8. Managing the Company's secretarial administration, including directing the Company's secretarial administration to ensure the availability of complete documents and improve protocols.
9. Managing, supervising, and evaluating security activities for all company locations, assets, and facilities to maintain the smooth running and continuity of company operations and provide a sense of security for employees.

FUNGSI AUDIT INTERNAL

Fungsi 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.

INTERNAL AUDIT FUNCTION

The Internal Audit function is in charge of 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.

DASAR HUKUM

Pembentukan Fungsi 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 Badan Usaha Milik Negara No. PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
3. Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

LEGAL BASIS

The establishment of the Internal Audit Function refers to:

1. Law No. 19 of 2003 on State-Owned Enterprises in Article 67.
2. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
3. Financial Services Authority Regulation No. 56/POJK.04/2015 on Establishment and Guidelines for the Preparation of Internal Audit Unit Charters.

KEDUDUKAN FUNGSI AUDIT INTERNAL DALAM STRUKTUR ORGANISASI

Kedudukan Fungsi Audit Internal dalam struktur Perusahaan berada di bawah dan bertanggung jawab langsung kepada Direktur Utama sesuai dengan Surat Keputusan Direksi No. PH.01.04/005/2023 tanggal 01 Februari 2023. Fungsi Audit Internal dipimpin oleh Vice President of Internal Audit yang membawahi para Auditor Internal yang bertugas di antaranya melakukan perencanaan audit, melaksanakan audit, evaluasi dan *monitoring* tindak lanjut hasil audit.

Informasi struktur Fungsi Audit Internal adalah sebagai berikut ini:

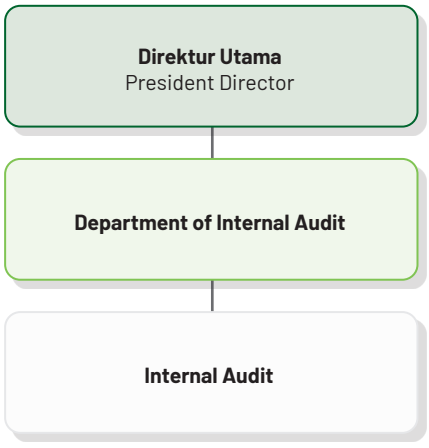
Struktur Fungsi Audit Internal

INTERNAL AUDIT FUNCTION IN THE ORGANIZATIONAL STRUCTURE

The Internal Audit Function in the Company's structure is under and directly responsible to the President Director in accordance with the Board of Directors Decree No. PH.01.04/005/2023 dated February 1, 2023. The Internal Audit Function is led by the Vice President Director. President of Internal Audit which oversees Internal Auditors whose duties include planning audits, carrying out audits, evaluating and monitoring follow-up to audit results.

The structure information of the Internal Audit Function is as follows:

Internal Audit Function Structure



PENGANGKATAN DEPARTMENT OF INTERNAL AUDIT

Pengangkatan Kepala Unit Internal Audit (*Department of Internal Audit*) mengacu pada Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

DEPARTMENT OF INTERNAL AUDIT APPOINTMENT

The appointment of the Head of the Internal Audit Unit (Department of Internal Audit) refers to the Financial Services Authority Regulation No. 56/POJK.04/2015 on the Internal Audit Unit Establishment and Charter Guidelines.

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:

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 Department of Internal Audit

Flow of the Appointment/Dismissal of the Internal Audit Division

1. **Penyampaian usulan pengangkatan/ pemberhentian Vice President of Internal Audit kepada Dewan Komisaris /** Submission of proposals for the appointment/dismissal Vice President of Internal Audit to the Board of Commissioners
2. **Persetujuan Dewan Komisaris /** Board of Commissioners' Approval
3. **Penetapan pengangkatan/ pemberhentian melalui Surat Keputusan Direksi /** Stipulation of appointment/termination through the Board of Directors Decree
4. **Menyampaikan Laporan mengenai pengangkatan/ pemberhentian Vice President of Internal Audit kepada OJK /** Submit a report regarding the appointment/dismissal Vice President of Internal Audit to OJK

PROFIL FUNGSI AUDIT INTERNAL

PROFIL FUNGSI AUDIT INTERNAL



HERU RUSDIANSYAH, SE,MM,AK,CA,PIA,QIA, QRGP

Vice President of Internal Audit

Masa Jabatan / *Term of Office*	01 Maret 2024 - sekarang / March 01, 2024 - present
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	48 tahun / 48 years old
Tempat/Tanggal Lahir / *Place and Date of Birth*	Palembang, 16 Mei 1976 / Palembang, May 16, 1976
Domisili / *Domicile*	Palembang
Riwayat Penunjukan / *Appointment History*	Menjabat sebagai Vice President of Internal Audit PT Semen Baturaja Tbk berdasarkan Surat Keputusan Direksi PH.01.04/022/2024 sejak tanggal 01 Maret 2024 / Served as Vice President of Internal Audit of PT Semen Baturaja Tbk based on the Board of Directors Decree No. PH.01.04/022/2024 since March 1, 2024
Riwayat Pendidikan / *Educational Background*	• S2 - Magister Manajemen Keuangan Universitas Sriwijaya (2017) / Master's Degree - Master of Management, Universitas Sriwijaya (2023) • S1 - Ekonomi Akuntansi Universitas Sriwijaya (2000) / Bachelor's Degree - Bachelor of Accounting Economics, Universitas Jambi (2001)
Riwayat Pekerjaan / *Professional Background*	• Vice President of Internal Audit (2024 - saat ini) • Vice President of Risk Management (2023-2024) • Vice President of Human Resource & General Affair (2022-2023) • Vice President Internal Audit (2018-2022) • Vice President Accounting & Finance (2018)
Sertifikasi yang Dimiliki / *Certifications*	Qualified Internal Auditor (QIA) Tingkat Manajerial / Qualified Internal Auditor (QIA) Managerial Level
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding

TUGAS DAN TANGGUNG JAWAB FUNGSI AUDIT INTERNAL

Vice President of Internal Audit memiliki tugas dan tanggung jawab sebagai 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 pengendalian internal terhadap *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.

INTERNAL AUDIT FUNCTION DUTIES AND RESPONSIBILITIES

Vice President of Internal Audit has the following duties and responsibilities:

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 an assessment of productivity, effectiveness, and efficiency of the internal control system.
9. Provide recommendations for write-off goods and equipment from the Company's assets.
10. Provide recommendations to the Board of Directors on public accountant appointment.
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 and changes to systems and procedures that affect the Company's business.
14. Impose warnings to employees violating the prevailing regulations.
15. Provide recommendations for promotions, demotions, and transfers from the employees under its supervision to the talent management unit/function.

JUMLAH KARYAWAN INTERNAL AUDIT

Di tahun 2024, Internal Audit berjumlah 13 (tiga belas) personel dengan rincian sebagai berikut:

NUMBER OF INTERNAL AUDIT EMPLOYEES

As of December 31, 2024, the Internal Audit Unit has 13 (thirteen) personnel with the following details:

No	Nama / *Name*	Jabatan / *Position*	Pendidikan / *Education*
1	Heru Rusdiansyah	*Vice President of Internal Audit*	• Ekonomi Akuntansi (S1) / Bachelor of Economic Accounting • Magister Manajemen Keuangan (S2) / Master of Financial Management
2	Putri Ayu Sisfianti	*Internal Auditor Senior Officer*	Teknik Sipil (S1) / Bachelor of Civil Engineering
3	Arpani	*Internal Auditor Senior Officer*	Ekonomi Manajemen (S1) / Bachelor of Economic Management
4	Andy Aprizal	*Internal Auditor Senior Officer*	• Ekonomi Akuntansi (S1) / Bachelor of Accounting Economics • Magister Manajemen (S2) / Master of Economic Management
5	Zulkarnain	*Internal Auditor Officer*	Ekonomi Manajemen (S1) / Bachelor of Economic Management
6	Kiagus Faisal	*Internal Auditor Officer*	• Hukum (S1) / Bachelor of Law • Magister Manajemen (S2) / Master of Economic Management
7	Taufik Rachman	*Internal Auditor Officer*	Ekonomi Manajemen (S2) / Master of Economic Management
8	Rusdiyanto	*Internal Auditor Junior Officer*	IPA (SMA) / Science Program (High School)
9	Tedy Suwandhi	*Internal Auditor Junior Officer*	Teknik Elektro (D3) / Diploma of Electrical Engineering
10	Azis Sutrisni	*Internal Auditor Junior Officer*	• Akuntansi (D3) / Diploma of Accounting • Akuntansi (D4) / Applied Bachelor's Degree of Accounting
11	Heri Admadiansyah	*Internal Auditor Junior Officer*	• Teknik Elektro (D3) / Diploma of Electrical Engineering • Teknik Elektro (D4) / Applied Bachelor's Degree of Electrical Engineering
12	Lianita Fuji Kharisma	*Internal Auditor Junior Officer*	• Sistem Informasi (S1) / Bachelor of Information Systems • Magister Komputer (S2) / Master of Computer Science
13	Aprino Candra	*Internal Auditor Junior Officer*	Ekonomi Akuntansi (S1) / Bachelor of Accounting Economics

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. Informasi sertifikasi profesi Audit Internal adalah sebagai berikut:

QUALIFICATION OR CERTIFICATION AS AN INTERNAL AUDIT PROFESSIONAL

The Company always ensures and maintains the competence of internal audit personnel to encourage improvements in the quality of internal audit personnel in accordance with the requirements for carrying out internal audit duties. The following Internal Audit Unit personnel are participating in the certification program:

Tabel Kualifikasi atau Sertifikasi Profesi Audit Internal tahun 2024

Table of Internal Audit Professional Qualification or Certification 2024

No	Kualifikasi/Sertifikasi / *Qualifications/Certifications*	Waktu Pelaksanaan / *Time*	Penyelenggara / *Organizer*
1	Qualified Internal Auditor (QIA) Tingkat Manajerial / Qualified Internal Auditor (QIA) Managerial Level	02 – 07 Desember 2024, Jakarta / December 02 – 07, 2024, Jakarta	Yayasan Pendidikan Internal Audit (YPIA) / Foundation of Internal Audit Education (YPIA)
2	Certified Practitioner of Internal Auditor (CPIA)	04 – 15 November 2024, Via Zoom Cloud Meeting / November 04 – 15, 2024, Via Zoom Cloud Meeting	Yayasan Pendidikan Internal Audit (YPIA) / Foundation of Internal Audit Education (YPIA)
3	Certified Internal Audit 1 Accountancy and Finance (*Junior Auditor*)	• 28 Agustus 2024, Bogor, Jawa Barat / August 28, 2024, Bogor, West Java • 23 Oktober 2024, Bogor, Jawa Barat / October 23, 2024, Bogor, West Java • 25 November 2024, Via Zoom Cloud Meeting / November 25, 2024, Via Zoom Cloud Meeting	Pusat Pengembangan Akuntansi & Keuangan (PPA&K) / Center for Accounting & Finance Development (PPA&K)

PIAGAM (CHARTER) FUNGSI AUDIT INTERNAL

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 1 Desember 2024. 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: Department of 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 FUNGSI AUDIT INTERNAL

Dalam menjalankan tugasnya, Auditor Internal berpedoman pada Standar Profesi Audit Internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan *Code of Ethics dari The Institute of Internal Auditors* 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.

INTERNAL AUDIT FUNCTION CHARTER

The Company has an Internal Audit Charter that serves as a work guideline in performing Internal Audit Function duties. This charter was signed by the Board of Directors and the Board of Commissioners of the Company on December 1, 2024. 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.

Matters contained in the Internal Audit Charter are:

1. **Chapter I: Introduction**
   Background, purpose, vision and mission;
2. **Chapter II: Department of Internal Audit**
   Definition and Objectives, Position Structure and Function, Scope, Duties and Responsibilities, Authority, Accountability and Prohibition of Dual Positions
3. **CHAPTER III: Code of Conduct**
   General and Standards of Conduct
4. **CHAPTER IV: Internal Auditor Requirements**
5. **Chapter V: Standards of Implementation of Duties**
   General, Independence and Objectivity, and Competence
6. **CHAPTER VI: Relationship Patterns**
   Relationship with Auditee, Relationship with External Auditor, Relationship with Audit Committee, Risk Management Committee and Good Corporate Governance (GCG)
7. **CHAPTER VII: Closing**

INTERNAL AUDIT FUNCTION CODE OF CONDUCT

In carrying out their duties, Internal Auditors are guided by Standards for Professional Internal Auditing (SPAI) from the Consortium of Internal Audit Professional Organizations and the Code of Ethics from the Institute of Internal Auditors as follows:

1. Have proper and honest, objective, and prudent behavior in performing duties.
2. Possess 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. Tidak menerima pemberian dalam bentuk apapun dan dari siapa pun, 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.
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.

5. Accept no gifts in any form and from anyone, either directly or indirectly, including from auditees, clients, customers, suppliers, partners and/or parties having an interest in the Company that interferes or is reasonably suspected to interfere with the auditor's professional judgement.
6. Fully comply with the professional standards of internal auditors, the Company policies and laws and regulations.
7. Maintain and uphold the moral and dignity of the internal auditors.
8. Take no advantage from the information obtained for personal interests or gains or other matters that incur loss or are reasonably suspected of incurring losses to the Company for any reason.
9. 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.

RAPAT FUNGSI AUDIT INTERNAL

Di tahun 2024, Fungsi Audit Internal telah melaksanakan rapat sebanyak 7 (tujuh) kali rapat bersama Direksi. Informasi rapat Fungsi Audit Internal adalah sebagai berikut:

INTERNAL AUDIT FUNCTION MEETING

In 2024, the Internal Audit Function held 7 (seven) meetings with the Board of Directors. Information on the Internal Audit Function meeting is as follows:

Frekuensi Rapat Fungsi Audit Internal / **Internal Audit Function Meeting Frequency**

Uraian / *Description*	Rapat Gabungan bersama Direksi / *Joint Meeting with the Board of Directors*
Jumlah Rapat / Number of Meetings	7
Jumlah Kehadiran / Number of Attendance	7
Persentase Kehadiran (%) / Percentage of Attendance (%)	100

Agenda Rapat

Informasi agenda rapat Fungsi Audit Internal telah disajikan dalam pembahasan agenda rapat Direksi.

Meeting Agenda

Information on the Internal Audit Function meeting agenda has been presented in the discussion of the Board of Directors' meeting agenda.

PROGRAM PENGEMBANGAN KOMPETENSI FUNGSI AUDIT INTERNAL

Sebagai upaya meningkatkan kualitas personil Internal Audit sesuai dengan kebutuhan untuk pelaksanaan tugas Internal Audit. Adapun Rincian pelaksanaan pengembangan/ pendidikan pada tahun buku 2024 yang diikuti Personil Internal Audit sebagai berikut:

INTERNAL AUDIT FUNCTION COMPETENCY DEVELOPMENT PROGRAM

As an effort to improve the quality of Internal Audit personnel following the needs for the implementation of Internal Audit duties. The details of the development/education implementation in the 2024 fiscal year followed by Internal Audit Personnel are as follows:

No	Pengembangan Kompetensi / *Competency Development*	Waktu Pelaksanaan/Tempat / *Time/Place of Implementation*	Penyelenggara / *Organizer*
1	Pelatihan Dasar – Dasar Audit / Basic Training – Audit Basics	• 13 – 23 Mei 2024, 18 Juni - 01 Juli 2024, 19 – 27 Agustus 2024, Bogor, Jawa Barat / May 13 – 23, 2024, June 18 – July 01, 2024, August 19 – 27, 2024, Bogor, West Java • 15 – 25 Juli 2024, Via Zoom Cloud Meeting / July 15 – 25, 2024, Via Zoom Cloud Meeting	Pusat Pengembangan Akuntansi & Keuangan (PPA&K) / Center for Accounting & Finance Development (PPA&K)
2	Pelatihan Audit Operasional / Operational Audit Training	19 – 27 Agustus 2024, 14 – 22 Oktober 2024, Bogor, Jawa Barat / August 19 – 27, 2024, October 14 – 22, 2024, Bogor, West Java	Pusat Pengembangan Akuntansi & Keuangan (PPA&K) / Center for Accounting & Finance Development (PPA&K)

LAPORAN PELAKSANAAN KEGIATAN FUNGSI AUDIT INTERNAL

Kegiatan Internal Audit dijalankan berdasarkan Rencana Kerja Internal Audit (RKIA) yang telah ditetapkan pada awal tahun 2024. Berikut adalah uraian singkat pelaksanaan tugas Department of Internal Audit pada tahun 2024:

1. Melakukan pemeriksaan sesuai dengan RKIA (Rencana Kerja Internal Audit). Dalam kegiatan ini, Internal Audit telah memeriksa 4 Objek Pemeriksaan Rutin, 4 Kali sebagai *Counterpart* Audit Eksternal, 1 (satu) 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 RKIA.
3. Sebagai *Counterpart* Auditor Eksternal antara lain Kantor Akuntan Publik (KAP), Asean *Corporate Governance Scorecard* (ACGS), Badan Pengawasan Keuangan dan Pembangunan (BPKP).
4. Sebagai *Counterpart* audit internal, antara lain Audit Sistem Manajemen Semen Baturaja (SMSB).

MONITORING TINDAK LANJUT TEMUAN AUDIT

Di tahun 2024, Internal Audit telah melakukan audit internal sebanyak 4 (empat) kali audit dan menghasilkan temuan sebanyak 19 (sembilan belas) temuan. Pelaksanaan tindak lanjut ini telah juga dilakukan upaya perbaikan begitu pula dengan tindak lanjut temuan audit eksternal.

AUDITOR EKSTERNAL

Pemeriksaan Audit eksternal bertujuan menerapkan fungsi pengawasan independen terhadap aspek keuangan perusahaan yang dilakukan oleh Kantor Akuntan Publik (KAP). Dalam proses penunjukan KAP, perusahaan memiliki

INTERNAL AUDIT FUNCTION DUTY IMPLEMENTATION REPORT

Internal Audit activities are conducted based on the Internal Audit Work Plan (RKIA) established in early 2024. The following is a brief description of the implementation of the duties of the Department of Internal Audit in 2024:

1. Conducting audits in accordance with the RKIA (Internal Audit Work Plan). In this activity, Internal Audit has examined 4 Routine Audit Objects, 4 Times as an External Audit Counterpart, 1(one)time 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-RKIA Audits.
3. As an External Auditor Counterpart, including Public Accounting Firm (KAP), ASEAN Corporate Governance Scorecard (ACGS), Financial and Development Supervisory Agency (BPKP).
4. As an internal audit counterpart, including the Semen Baturaja Management System Audit (SMSB).

MONITORING OF AUDIT FINDINGS FOLLOW-UP

In 2024, Internal Audit has conducted 4 (four) internal audits and produced findings 19 (nineteen) findings. This has been followed up as an improvement effort as well as the follow-up to external audit findings.

EXTERNAL AUDITOR

External Audit aims to realize an independent supervisory function on the financial aspects of the Company carried out by the Public Accounting Firm (KAP). In appointing the KAP, the Company refers to applicable laws and regulations. In this

kebijakan 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:

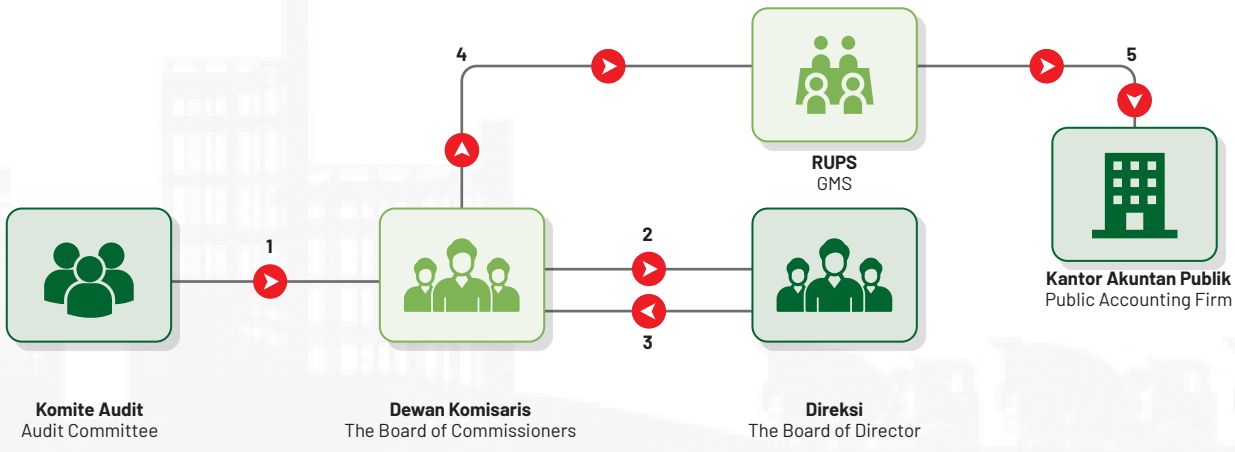
1. Komite Audit memberikan hasil evaluasi pelaksanaan audit oleh KAP tahun sebelumnya yaitu Kantor Akuntan Publik (KAP) Imelda & Rekan. Kemudian, Komite Audit menyampaikan kepada Dewan Komisaris atas evaluasi KAP dan memberikan saran dengan persetujuan Dewan Komisaris terkait pengadaan Jasa Audit KAP melalui Tender Bersama dengan mengikuti hasil keputusan Tim Pengadaan Jasa Audit KAP Tahun 2024 di PT Semen Indonesia (Persero) Tbk selaku Pemegang Saham Seri B Mayoritas.
2. RUPS menyetujui penunjukan Kantor Akuntan Publik Liana Ramon Xenia & Rekan (dahulu KAP Imelda & Rekan) bagian dari jaringan Deloitte untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2024.
3. Dewan Komisaris Perseroan diberikan pelimpahan kewenangan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup perkerjaan 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.

regard, the Company appoints the Audit Committee as the party in charge of selecting public accountants through the following process:

1. The Audit Committee presented an evaluation of the audit performance conducted Public Accounting Firm KAP Imelda & Rekan for the previous year. Subsequently, the committee reported their findings to the Board of Commissioners and recommended procuring the KAP Audit Service through Direct Appointment in accordance with the decision of the 2024 KAP Audit Services Procurement Team at PT Semen Indonesia (Persero) Tbk as the Majority series B shareholder.
2. The GMS approves the appointment of Public Accounting Firm Liana Ramon Xenia & Rekan (formerly KAP Imelda & Rekan) part of the Deloitte network to conduct a general audit of the Company's Consolidated Financial Statements for Fiscal Year 2024 and other periods within fiscal year 2024 as well as Financial Statements on the Micro Small Business Funding Program Fiscal Year 2024
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.

Mekanisme penunjukan KAP adalah sebagai berikut:

The mechanism for appointing KAP is as follows:



Perusahaan berpedoman pada ketentuan dari Peraturan Otoritas Jasa Keuangan No. 9 Tahun 2023 Pasal 16 menyebutkan bahwa Pihak berupa bank umum, emiten, dan perusahaan publik wajib membatasi penggunaan jasa audit atas informasi keuangan historis tahunan dari Akuntan Publik yang sama untuk 7 (tujuh) tahun kumulatif.

DASAR PENUNJUKAN KANTOR AKUNTAN PUBLIK

Penunjukkan KAP diputuskan melalui Rapat Umum Pemegang Saham (RUPS) Tahunan sebagaimana dinyatakan dalam Berita Acara Nomor 68 tanggal 29 Mei 2024 Notaris Aulia Taufani, S.H. Pada mata acara ke empat RUPS, yaitu penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro Kecil Tahun Buku 2024, hasil keputusannya adalah:

1. Menyetujui penunjukan Kantor Akuntan Publik Liana Ramon Xenia & Rekan (dahulu KAP Imelda & Rekan) bagian dari jaringan Deloitte untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) periode Tahun Buku 2024
2. Melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan/penyesuaian ruang lingkup lainnya selain sebagaimana keputusan tersebut di atas, termasuk penetapan Akuntan Publik, dan persyaratan penunjukkan lainnya yang wajar bagi KAP tersebut;
3. Memberikan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri B terbanyak untuk menetapkan KAP pengganti dalam hal Kantor Akuntan Publik Liana Ramon Xenia & Rekan (dahulu KAP Imelda & Rekan) bagian dari jaringan Deloitte karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian Perseroan dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2024, termasuk menetapkan besaran imbalan jasa audit dan persyaratan lainnya bagi KAP Pengganti tersebut.

The Company refers to the provisions of the Financial Services Authority Regulation No. 9 of 2023 Article 16 stating that parties of commercial banks, issuers and public companies are required to limit the use of audit services for annual historical financial information from the same Public Accountant for 7 (seven) cumulative years.

PUBLIC ACCOUNTING FIRM APPOINTMENT BASIS

The Annual General Meeting of Shareholders (GMS) resolutions stated in the Minutes Number 68 dated May 29, 2024, of Notary Aulia Taufani, S.H. On the fourth agenda of the GMS, namely the Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements for the 2024 Fiscal Year and the Financial Statements of the Micro and Small Business Funding Program for the 2024 Fiscal year hereby:

1. Approved the appointment of the Public Accounting Firm Liana Ramon Xenia & Rekan (formerly KAP Imelda & Rekan) part of the Deloitte network to conduct a general audit of the Company's Consolidated Financial Statements for the 2024 Fiscal Year and other periods in the 2024 Fiscal Year, including the Micro Small Business Funding Program for the 2024 Fiscal Year;
2. Granted the delegation of authority to the Company's Board of Commissioners to determine the amount of fees for audit services, additions/adjustments scope of work, and other reasonable requirements for the KAP;
3. Granted authority to the Board of Commissioners by first obtaining written approval from the Dwiwarna Series A Shareholders to determine a replacement in the event that the Public Accounting Firm Liana Ramon Xenia & Rekan (formerly KAP Imelda & Rekan) part of the Deloitte network for any reason is not able to complete an audit of the Company's Consolidated Financial Statements for the 2024 Fiscal Year and other periods in the 2023 Fiscal Year, and the Financial Report for the Micro Small Business Funding Program for the 2024 Fiscal Year.

KANTOR AKUNTAN PUBLIK

Informasi Kantor Akuntan Publik (KAP) Perusahaan selama 5 (lima) tahun terakhir adalah sebagai berikut:

Tabel Kantor Akuntan Publik tahun 2020 – 2024

PUBLIC ACCOUNTING FIRM

Information on the Company's Public Accounting Firm (KAP) for the last 5 (five) years is as follows:

Table of Public Accounting Firm in 2020 – 2024

Tahun Buku / *Fiscal Year*	Kantor Akuntan Publik / *Public Accounting Firm*	Akuntan Publik / *Public Accountant*	Nilai Kontrak (Rp) / *Contract Value (Rp)*	Jangka Waktu Audit / *Audit Fieldwork*	Layanan Lain yang Diberikan / *Other Services*
2024	Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte / part of Deloitte network)	Juan Ramon Junius Siahaan	1.440.000.000	4 bulan / 4 months	Audit Kepatuhan Terhadap Peraturan Perundang-undangan dan Pengendalian Internal, Jasa Prosedur yang Disepakati atas *Key Performance Indicator* (KPI) Direksi Tahun Buku 2024 / Audit of Regulatory Compliance and Internal Control, Agreed Procedure Services for Key Performance Indicators (KPIs) of the Board of Directors
2023	Imelda & Rekan	Juan Ramon Junius Siahaan	1.440.000.000	4 bulan / 4 months	Audit Kepatuhan Terhadap Peraturan Perundang-undangan dan Pengendalian Internal, Jasa Prosedur yang Disepakati atas *Key Performance Indicator* (KPI) Direksi Tahun Buku 2023 / Audit of Regulatory Compliance and Internal Control, Agreed Procedure Services for Key Performance Indicators (KPIs) of the Board of Directors for the 2023 Fiscal Year
2022	Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	Donny Iskandar Maramis	650.000.000	3 bulan / 3 months	Audit Interim TW I & TW II Tahun 2022 / Interim Audit QI & QII 2022
2021	Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	Donny Iskandar Maramis	650.000.000	2 bulan / 2 months	Audit Agreed Upon Procedure (AUP) Pemetaan COA / Audit Agreed Upon Procedure (AUP) COA Mapping
2020	Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	Donny Iskandar Maramis	650.000.000	2 bulan / 2 months	

PERUBAHAN NAMA KANTOR AKUNTAN PUBLIK

KAP Imelda & Rekan berganti nama menjadi KAP Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) dengan persetujuan / izin dari Menteri Keuangan dengan nomor 423/KM.1/2024 tertanggal 12 Juli 2024 dan terdaftar di Otoritas Jasa Keuangan ("OJK") dengan Surat Tanda Terdaftar nomor STTD.KAP-30/PM.021/2024 tertanggal 23 Agustus 2024.

Surat pernyataan KAP Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) nomor 358/10/24/LRX/JRS tertanggal 16 Oktober 2024 menyatakan bahwa KAP Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) merupakan KAP yang sama dengan KAP Imelda dan Rekan dikarenakan lebih dari 50% komposisi Akuntan Publik di KAP Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) berasal dari KAP Imelda & Rekan maka berdasarkan POJK Nomor 9 Tahun 2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan, KAP Liana Ramon Xenia & Rekan (bagian dari jaringan Deloitte) dikategorikan sebagai entitas yang sama dengan KAP Imelda & Rekan.

CHANGE OF PUBLIC ACCOUNTING FIRM'S NAME

KAP Imelda & Rekan changed its name to KAP Liana Ramon Xenia & Rekan (part of Deloitte network), approved by the Minister of Finance with number 423/KM.1/2024 dated July 12, 2024, and registered with the Financial Services Authority ("OJK") with a Registration Certificate number STTD.KAP-30/PM.021/2024 dated August 23, 2024.

The statement letter of KAP Liana Ramon Xenia & Rekan number 358/10/24/LRX/JRS dated October 16, 2024 declared that KAP Liana Ramon Xenia & Rekan (part of Deloitte network) is the same KAP as KAP Imelda and Rekan because more than 50% of the composition of Public Accountants at KAP Liana Ramon Xenia & Rekan (part of Deloitte network) comes from KAP Imelda & Rekan, then based on POJK Number 9 of 2023 on the Use of Accounting Services Public and Public Accounting Firms in Financial Services Activities, KAP Liana Ramon Xenia & Rekan (part of Deloitte network) is categorized as the same entity as KAP Imelda & Rekan.

JASA LAIN

Di tahun 2024, tidak terdapat jasa lainnya yang diberikan oleh Kantor Akuntan Publik kepada Perusahaan.

OPINI AUDITOR TERHADAP LAPORAN KEUANGAN

Dari hasil auditor, Laporan Keuangan Perusahaan dinyatakan wajar dalam semua hal yang material. Posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan konsolidasian arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

EFEKTIVITAS PELAKSANAAN AUDIT OLEH AKUNTAN PUBLIK

Di tahun 2024, Komite Audit berkoordinasi dengan Internal Audit dalam mengkaji efektivitas pelaksanaan audit eksternal. Upaya ini dilakukan untuk memastikan bahwa seluruh temuan dapat ditindaklanjuti sesuai kewenangan yang ditetapkan, sehingga dapat meningkatkan kinerja, baik dari segi keuangan maupun operasional. Lebih lanjut, Perusahaan berupaya menindaklanjuti setiap temuan pelaksanaan audit oleh Kantor Akuntan Publik, sehingga secara efektif mampu menekan temuan - temuan di tahun berikutnya.

SISTEM PENGENDALIAN INTERNAL

PENGENDALIAN KEUANGAN DAN OPERASIONAL SERTA KEPATUHAN TERHADAP PERUNDANG-UNDANGAN LAINNYA

Perusahaan memiliki sistem pengendalian yang bertujuan untuk meningkatkan efektivitas dan efisiensi pengendalian kelayakan atas laporan keuangan, operasional, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku di Indonesia. Perusahaan memiliki kebijakan terkait Sistem Pengendalian Internal yang memuat bahwa Direksi berperan dan bertanggung 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 itu, Dewan Komisaris berperan dan bertanggung jawab dalam mengawasi pengelolaan Perusahaan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka

OTHER SERVICES

In 2024, there were no other services provided by the Public Accounting Firm to the Company.

AUDITOR'S OPINION ON FINANCIAL STATEMENTS

Based on the audit results, the Company's Financial Statements are declared fair in all material respects. The Group's consolidated financial position as of December 31, 2024, as well as the consolidated financial performance of cash flows for the year ended on that date, are under Financial Accounting Standards in Indonesia.

EFFECTIVENESS OF AUDIT BY PUBLIC ACCOUNTANT

In 2024, the Audit Committee coordinated with the Internal Audit Function to review 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 on any audit findings made by the Public Accounting Firm so as to effectively reduce the findings in the following year.

INTERNAL CONTROL SYSTEM

FINANCIAL AND OPERATIONAL CONTROL AND COMPLIANCE WITH OTHER REGULATIONS

The Company's control system aims to improve the effectiveness and efficiency of the feasibility control over financial statements, 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.

Furthermore, 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

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 di bawah Dewan Komisaris yakni Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi & Remunerasi.

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.

Selain itu, Perusahaan juga melibatkan pihak eksternal yakni Kantor Akuntan Publik (KAP), lembaga sertifikasi mutu, dan regulator sebagai upaya pengendali keuangan dan operasional. Adapun KAP bertanggung jawab untuk melakukan penilaian atas kewajaran laporan keuangan. Sementara itu, lembaga sertifikasi mutu bertanggung jawab penilaian atas kesesuaian Perusahaan dengan standar mutu yang telah ditetapkan.

In addition, the Company 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.

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 Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang digunakan sebagai acuan dalam pencapaian tujuan Pengendalian Internal secara keseluruhan. Kesesuaian sistem berdasarkan kerangka COSO, meliputi:

1. Lingkungan Pengendalian;
2. Penilaian Risiko;
3. Kegiatan Pengendalian;
4. Informasi dan Komunikasi;
5. Pemantauan.

INTERNAL CONTROL SYSTEM COMPLIANCE WITH INTERNATIONALLY-RECOGNIZED FRAMEWORK (COSO INTERNAL CONTROL FRAMEWORK)

The Internal Control System formed and developed by the Company refers to COSO Internal Control Framework and Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises which are used as a reference in achieving the overall Internal Control objectives. The Company's system adheres to the COSO framework, as follows:

1. Control Environment;
2. Risk Assessment;
3. Control Activities;
4. Information and Communication;
5. Monitoring.

Implementasi penerapan COSO dalam Sistem Pengendalian Internal yang telah diterapkan oleh Perusahaan adalah sebagai berikut:

The implementation of COSO in the Internal Control System at the Company is as follows:

Komponen / *Component*	Kesesuaian dengan Perusahaan / *Company's Conformity*
Lingkungan Pengendalian / Control Environment	Lingkungan pengendalian intern dalam Perusahaan yang dilaksanakan dengan disiplin dan terstruktur, yang terdiri dari: / Internal control environment within the Company is implemented in a disciplined and structured manner, which consists of:: 1. Integritas, nilai etika dan kompetensi karyawan / Integrity, ethical values and competence of employees 2. Filosofi dan gaya manajemen / Management style and philosophy 3. Cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya / Method adopted by management in exercising its authority and responsibilities 4. Pengorganisasian dan pengembangan sumber daya manusia / Organization and development of human resources 5. Perhatian dan arahan yang dilakukan oleh Direksi / Attention and direction provided by the Board of Directors.
Penilaian Risiko / Risk Assessment	Pengkajian terhadap pengelolaan risiko usaha (*risk assessment*), yaitu suatu proses untuk mengidentifikasi, menganalisis, menilai pengelolaan risiko yang relevan. / Risk assessment of business management is a process for identifying, analyzing and assessing relevant risk management.
Aktivitas Pengendalian / Control Activities	Melakukan tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan 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. / Actions are taken in the process of controlling Company activities at every level and unit under SOE organizational structure, including those related to authority, authorization, verification, reconciliation, assessment of work performance, division of tasks and security of Company assets.
Informasi dan Komunikasi / Information and Communication	Menyajikan laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh BUMN. / Preparation of reports regarding operational, financial activities, as well as compliance and adherence to statutory provisions by SOE.
Aktivitas Pemantauan / 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. / 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.

Implementasi Sistem Pengendalian Internal di Perusahaan juga menggunakan mekanisme pelaporan atas dugaan penyimpangan sebagaimana diamanahkan pada Peraturan Menteri Negara BUMN No. PER-2/MBU/03/2023. 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

he implementation of the Internal Control System in the Company also uses a reporting mechanism for alleged irregularities as mandated in the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023. 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 TAHUN 2024

Perusahaan senantiasa memastikan penerapan Sistem Pengendalian Internal berjalan dengan optimal sehingga efektivitasnya untuk mengawasi Perusahaan. Sistem Pengendalian Internal yang efektif dipercaya dapat membantu Perusahaan dalam meningkatkan kepatuhan Perusahaan terhadap ketentuan dan peraturan perundang-undangan yang berlaku.

INTERNAL CONTROL SYSTEM EVALUATION IN 2024

The Company takes great care to ensure the optimal 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.

Perusahaan juga melakukan peninjauan dan evaluasi terhadap sistem pengendalian internal dalam rangka menjamin operasional Perusahaan yang sehat dan aman, Selain itu, Perusahaan juga menerapkan kebijakan *Risk Based* Audit sejak proses perencanaan, pelaksanaan dan pelaporan oleh *process owner* yang didasarkan pada risiko-risiko strategis.

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.

Melalui Satuan Pengawasan Internal, Perusahaan telah melakukan penilaian terhadap Sistem Pengendalian Internal 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).

Through the Internal Audit Unit, the Company has conducted an assessment of the Internal Control System in all of the Company's work units. 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.

Di tahun 2024, telah melakukan evaluasi terhadap pelaksanaan sistem pengendalian internal Perusahaan. Berdasarkan evaluasi tersebut, Perusahaan menilai bahwa sistem pengendalian internal atas Laporan Keuangan Perusahaan di tahun 2024 telah berjalan efektif

In 2024, the Company evaluated its internal control system. Through this evaluation, the Company assessed that the internal control system for the Company's Financial Statements in 2024 had been implemented effectively.

PERNYATAAN DIREKSI DAN/ ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

DI tahun 2024, Dewan Komisaris dan Direksi melakukan *review* terhadap kecukupan Sistem Pengendalian Internal berkoordinasi dengan *Department of Internal Audit*, Auditor Independen dan Komite Audit. Secara keseluruhan penerapan Sistem Pengendalian Internal di Perusahaan telah memadai dan selaras dengan kebijakan terkait.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE INTERNAL CONTROL SYSTEM ADEQUACY

In 2024, the Board of Commissioners and Board of Directors has reviewed the adequacy of the Internal Control System in coordination with Department of Internal Audit, Independent Auditor and Audit Committee. Overall, the implementation of the Internal Control System in the Company is adequate and in line with related policies.

UNIT KERJA MANAJEMEN RISIKO

Unit Kerja Manajemen Risiko adalah unit pengelola manajemen risiko PT Semen Baturaja Tbk yang menangani risiko korporat guna mendukung pencapaian tujuan perusahaan. Unit ini dibentuk untuk memfasilitasi implementasi dan proses manajemen risiko secara efektif di seluruh lini Perusahaan.

RISK MANAGEMENT WORK UNIT

Risk Management Work Unit is a risk management unit of PT Semen Baturaja Tbk which handles corporate risks to support the achievement of company goals. This unit was specifically formed to facilitate the implementation and process of risk management effectively across all lines of the Company.

Manajemen Risiko PT Semen Baturaja Tbk diterapkan pada seluruh kegiatan, proses, dan prosedur yang digunakan di seluruh Unit Kerja Perusahaan serta pihak-pihak yang bekerja untuk dan atas nama Perusahaan, baik secara langsung, maupun tidak langsung yang berpengaruh terhadap pencapaian tujuan dan sasaran.

PT Semen Baturaja Tbk Risk Management is applied to all activities, processes and procedures used in all Work Units as well as parties who work for and on behalf of the Company, both directly and indirectly which influence the achievement of goals and targets.

Sebagai perusahaan yang bergerak di industri semen, PT Semen Baturaja Tbk beroperasi dalam lingkungan yang penuh tantangan dan kompleksitas, baik dari sisi operasional, keuangan, regulasi, maupun aspek lainnya. Oleh karena itu, manajemen risiko menjadi pilar penting dalam menjamin kelangsungan bisnis dan pencapaian target strategis perusahaan.

PT Semen Baturaja Tbk, as a company engaged in the cement industry, operates in a challenging and complex environment, whether it is in terms of operations, finance, regulations, or other aspects. Therefore, risk management is an important pillar in ensuring business continuity and achieving the company's strategic targets.

Penerapan Manajemen Risiko Perusahaan dilaksanakan pada seluruh proses bisnis dan fungsi organisasi yang ada di Perusahaan, yang mencakup seluruh Korporat, Direktorat, Department, Unit dan *Section* dalam organisasi Perusahaan, Tim Khusus Direksi, Proyek yang ada di lingkungan Perusahaan dan Anak Usaha.

The Company's Risk Management is carried out in all business processes and organizational functions covering all Corporations, Directorates, Departments, Units and Sections within the Company's organization, Special Team of Board of Directors, Projects within the Company and Subsidiaries.

Unit kerja manajemen risiko memiliki 2 (dua) Section yaitu:

1. ***Section of Risk Policy & Analytic***
   Bertanggung jawab dalam melaksanakan perbaikan berkelanjutan atas kerangka kerja manajemen risiko (kebijakan, pedoman, prosedur, kertas kerja dan kriteria risiko), sarana prasarana pengelolaan risiko, dan peningkatan kompetensi manajemen risiko bagi Manajemen dan Karyawan, serta melakukan analisis dan memberikan rekomendasi atas kajian risiko.
2. ***Section of Risk Monitoring & Reporting***
   Bertanggung jawab dalam proses pengembangan profil risiko RJPP dan RKAP, penyusunan strategi risiko dan profil risiko korporat termasuk risiko strategis dan risiko proyek CAPEX, profil risiko operasional dari setiap Department dan memonitor tindak lanjut penanganannya.

The risk management work unit has 2 (two) units, namely:

1. **Section of Risk Policy & Analytics**
   Responsible for carrying out continuous improvements to the risk management framework (policies, procedures, working papers, and risk criteria), risk management infrastructure, and increasing risk management competency for Management and Employees, carrying out analysis and providing recommendations on risk studies.
2. **Section of Risk Monitoring & Reporting**
   Responsible for the development process of RJPP and RKAP risk profiles, preparing corporate risk profiles including strategic risks and CAPEX project risks, operational risk profiles for each department, and monitoring follow-up handling.

MEKANISME PENGANGKATAN DAN PEMBERHENTIAN UNIT KERJA MANAJEMEN RISIKO

Kepala unit kerja manajemen risiko diangkat dan diberhentikan oleh Direksi melalui surat keputusan Direksi Perusahaan.

RISK MANAGEMENT WORK UNIT APPOINTMENT AND DISMISSAL

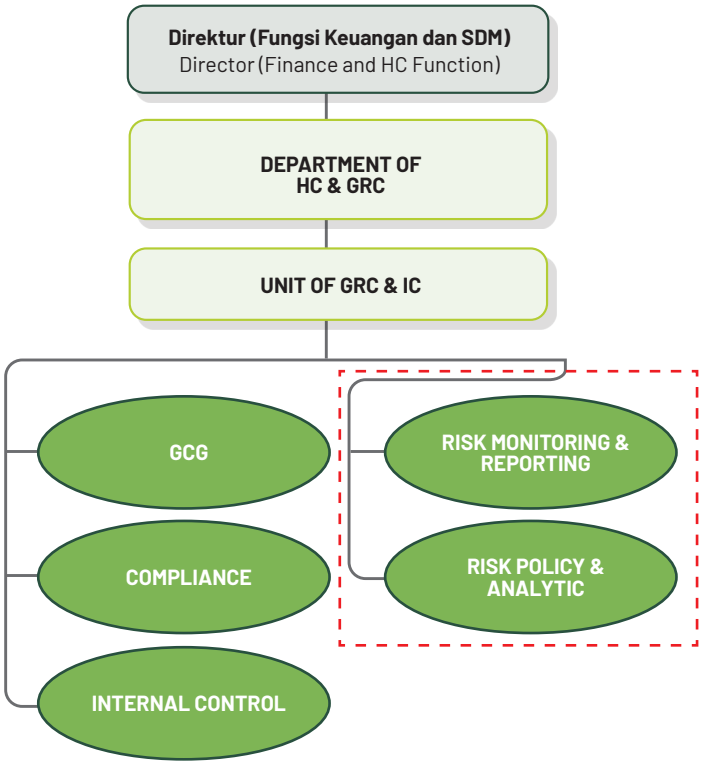
The head of the risk management work unit is appointed and dismissed by the President Director through a decision letter from the Company's Board of Directors.

STRUKTUR DAN KEDUDUKAN UNIT MANAJEMEN RISIKO

Dalam struktur organisasi Perusahaan, Unit Manajemen Risiko ditempatkan di bawah Direktorat Keuangan dan SDM sesuai dengan Surat Keputusan Direksi Nomor PH.01.04/175/2024 tanggal 01 Oktober 2024.

RISK MANAGEMENT UNIT STRUCTURE AND POSITION

In the Company's organizational structure, the Risk Management Unit is placed under the Directorate of Finance and HR in accordance with the Board of Directors Decree Nomor PH.01.04/175/2024 dated October 01, 2024.



JUMLAH KARYAWAN KOMITE ATAU UNIT KERJA MANAJEMEN RISIKO

Di tahun 2024, Unit Kerja Manajemen Risiko berjumlah 7 (tujuh) personel dengan kualifikasi sebagai berikut:

NUMBER OF EMPLOYEES IN THE RISK MANAGEMENT COMMITTEE OR WORK UNIT

In 2024, the Risk Management Work Unit will consist of 8 (eight) personnel with the following qualifications:

No	Nama	Jabatan	Pendidikan
1	Fitria Margaretha	Vice President of Human Capital & GRC	1. S2 - Magister Manajemen, Universitas Sriwijaya Palembang (2020) / Master of Management, Universitas Sriwijaya, Palembang (2020) 2. S1 – Ekonomi Manajemen, Universitas Muhammadiyah Palembang (2001) / Bachelor of Management Economics, Universitas Muhammadiyah, Palembang (2001)
2	Adlin Melita	Senior Manager of GRC & IC	1. S2 - Magister Sains, Universitas Muhammadiyah Palembang (2008) / Master of Science, Universitas Muhammadiyah Palembang (2008) 2. S1 - Ekonomi Manajemen, Universitas Sriwijaya (2005) / Bachelor of Economics in Management, Universitas Sriwijaya (2005) 3. D3 Administrasi Niaga, Politeknik Negeri Sriwijaya (2003) / Associate Degree in Business Administration, Politeknik Negeri Sriwijaya (2003
3	Ilham Sidik	Risk Monitoring & Reporting Officer	1. S2 - Manajemen SDM, Universitas Blna Darma Palembang (2023) / Master of Human Resource Management, Universitas Bina Darma, Palembang (2023) 2. S1 - Teknik Industri, Universitas Islam Indonesia Yogyakarta (2015) / Bachelor of Industrial Engineering, Universitas Islam Indonesia, Yogyakarta (2015)

No	Nama	Jabatan	Pendidikan
4	Riza Aprianto	Risk Policy & Analytic Officer	1. S1 - Elektro, Universitas Tridinanti Palembang (2016) / Bachelor of Electrical Engineering, Universitas Tridinanti Palembang (2016) 2. D3 - Listrik, Politeknik Negeri Sriwijaya (2008) / Diploma in Electrical Engineering, Politeknik Negeri Sriwijaya (2008)
5	M Septiadi	Risk Policy & Analytic Officer	S1 – Komunikasi & Pengembangan Masyarakat, Institut Pertanian Bogor (2013) / Bachelor of Communication and Community Development, Institut Pertanian Bogor (2013)
6	Bona Maruli Sitohang	Risk Monitoring & Reporting Junior Officer	S1 - Teknik Mesin, Universitas Sriwijaya (2014) / Bachelor of Mechanical Engineering, Universitas Sriwijaya (2014)
7	Rosiana TM	Risk Policy & Analytic Junior Officer	S1 – Kesehatan Masyarakat, Universitas Sriwijaya (2011) / Bachelor of Public Health, Universitas Sriwijaya (2011)

PROFIL KEPALA MANAJEMEN RISIKO

PROFILE OF HEAD OF RISK MANAGEMENT



FITRIA MARGARETHA

Vice President of Human Capital & GRC

Masa Jabatan / *Term of Office*	01 Oktober 2024 - sekarang / October 01, 2024 - present
Kewarganegaraan / *Citizenship*	Indonesia
Usia / *Age*	47 tahun (per 31 Desember 2024) / 47 years old (as of December 31, 2024)
Tempat/Tanggal Lahir / *Place and Date of Birth*	Palembang, 07 September 1978 / Palembang, September 07, 1978
Domisili / *Domicile*	Palembang
Riwayat Penunjukan / *Appointment History*	Surat Keputusan Direksi PT Semen Baturaja Tbk No. PH.01.04/174/2024, tanggal 01 Oktober 2024 / PT Semen Baturaja Tbk Board of Directors Decree No. PH.01.04/174/2024 dated October 01, 2024
Riwayat Pendidikan / *Educational Background*	• S2 - Manajemen, Universitas Sriwijaya Palembang (2020) / Master of Management, Universitas Sriwijaya, Palembang (2020) • S1 - Manajemen, Universitas Muhammadiyah Palembang (2001) / Bachelor of Management, Universitas Muhammadiyah, Palembang (2001)
Riwayat Pekerjaan / *Professional Background*	• Vice President of Human Resource & General Affair (2023-2024) • Vice President of Risk Management (2022-2023) • Vice President Human Resource & General Affair (2020-2022) • Vice President Human Resource (2018-2020)
Sertifikasi yang Dimiliki / *Certifications*	1. *Risk Management* – CRMO (*Chief Risk Management Officer*) - dari BNSP (Badan Nasional Sertifikasi Profesi)(2023) / Risk Management – CRMO (Chief Risk Management Officer) - from BNSP (National Professional Certification Agency)(2023) 2. *Risk Management* – QCRO (*Qualified Chief Risk Officer*), dari BNSP (Badan Nasional Sertifikasi Profesi) (2023) / Risk Management – QCRO (Qualified Chief Risk Officer), from BNSP (National Professional Certification Agency)(2023)
Informasi Rangkap Jabatan / *Information on Concurrent Position*	Tidak memiliki rangkap jabatan / Holds no concurrent positions
Hubungan Afiliasi / *Affiliation*	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Komite dan pemegang saham utama / Has no affiliation with the Board of Commissioners, Board of Directors, Committees, and majority shareholder
Kepemilikan Saham Perusahaan / *Company Shareholding*	Tidak memiliki saham SMBR / Has no SMBR shareholding

TUGAS DAN TANGGUNG JAWAB

Unit Manajemen Risiko memiliki tugas dan tanggung jawab sebagai berikut:

1. Bertanggung jawab dalam Perencanaan manajemen risiko untuk memastikan potensi dan risiko yang muncul diidentifikasi dan dikelola.
2. Berkoordinasi dalam pelaksanaan kegiatan eksekusi perencanaan Manajemen Risiko untuk melindungi dan memantau semua risiko material, kepatuhan terhadap kebijakan pemerintah dan efektivitas operasi.
3. Bertanggung jawab dalam pengukuran risiko dan mitigasi risiko unit dan fungsi untuk memastikan potensi dan risiko yang muncul diidentifikasi dan dikelola.
4. Bertanggung jawab dalam Pengelolaan dan *Assessment* risiko untuk memastikan potensi dan risiko yang muncul diidentifikasi dan dikelola.
5. Bertanggung jawab dalam mengawasi dan mengevaluasi proses pengelolaan risiko untuk memastikan potensi dan risiko yang muncul diidentifikasi dan dikelola dengan efektif.
6. Bertanggung jawab dalam pengelolaan SDM Manajemen Risiko untuk memastikan pengendalian internal dan Manajemen Risiko diterapkan secara efektif.
7. Memastikan penerapan Manajemen Risiko PT Semen Baturaja Tbk sesuai dengan Kebijakan dan Pedoman Manajemen Risiko PT Semen Baturaja Tbk.
8. Bertanggung jawab dalam komunikasi dan edukasi risiko unit dan fungsi untuk memastikan pengendalian internal dan Manajemen Risiko diterapkan secara efektif.
9. Melaporkan kinerja pengelolaan risiko oleh Unit Pemilik Risiko (Risk Owner), serta hasil analisis dan evaluasi profil risiko Perusahaan.
10. Memberikan rekomendasi kepada Direksi/Chief Risk Officer (CRO) terkait laporan kinerja pengelolaan risiko dan profil risiko Perusahaan.

PROGRAM PENGEMBANGAN KOMPETENSI MANAJEMEN RISIKO

Perusahaan memfasilitasi berbagai program pengembangan kompetensi yang disesuaikan dengan perkembangan bisnis Perusahaan. Pengembangan kompetensi dapat berupa pelatihan, seminar, atau *workshop*. Pengembangan kompetensi Komite Nominasi dan Remunerasi telah disajikan dalam bab "Tinjauan Unit Pendukung Bisnis" dalam Laporan Tahunan ini.

DUTIES AND RESPONSIBILITIES

The Risk Management Unit has the following duties and responsibilities:

1. Responsible for Risk Management Planning to ensure potential and emerging risks are identified and managed.
2. Coordinating the implementation of Risk Management planning execution activities to protect and monitor all material risks, compliance with government policies and operational effectiveness.
3. Responsible for risk measurement and risk mitigation of units and functions to ensure potential and emerging risks are identified and managed.
4. Responsible for Risk Management and Assessment to ensure potential and emerging risks are identified and managed.
5. Responsible for supervising and evaluating the risk management process to ensure potential and emerging risks are identified and managed effectively.
6. Responsible for managing Risk Management HR to ensure internal control and Risk Management are implemented effectively.
7. Ensuring the implementation of PT Semen Baturaja Tbk Risk Management in accordance with the PT Semen Baturaja Tbk Risk Management Policy and Guidelines.
8. Responsible for communication and risk education of units and functions to ensure internal control and Risk Management are implemented effectively.
9. Reporting risk management performance by the Risk Owner Unit, as well as the results of the analysis and evaluation of the Company's risk profile.
10. Providing recommendations to the Board of Directors/ Chief Risk Officer (CRO) regarding the report on risk management performance and the Company's risk profile.

RISK MANAGEMENT COMPETENCY DEVELOPMENT PROGRAM

The Company facilitates various competency development programs that are tailored to the Company's business development which may be conducted in the form of training, seminars, or workshops. The Risk Management Work Unit competency development has been presented in the "Business Support Unit Review" chapter in this Annual Report.

Sementara, program pengembangan kompetensi yang diikuti oleh personel dalam lingkup Unit Kerja Manajemen Risiko di tahun 2024 adalah sebagai berikut:

The competency development program attended by the Risk Management Work Unit in 2024 is as follows:

Pelatihan **Training**

No	Pendidikan dan Pelatihan / *Education and Training*	Tempat/*Tanggal / Place/Date*	Penyelenggara / *Organizer*
1	Pelatihan ASEAN Corporate Governance Scorecard / ASEAN Corporate Governance Scorecard Training	*Online* / 20 Desember 2024 / Online / December 20, 2024	ACGS
2	Fundamental ERM (Enterprise Risk Management)	Hotel Aryaduta – Bali / 2-4 Desember 2024 / Aryaduta Hotel – Bali / December 2-4, 2024	CRMS Indonesia
3	Worskhop ESG Framework, ESG Metrics & ESG	*Online* / 17 November 2024 / Online / November 17, 2024	Lean Accounting Indonesia
4	Workshop Financial Modelling For Corporate Capital ESG Investment & Financial ESG (FESG) Score	*Online* / 10 November 2024 / Online / November 10, 2024	Lean Accounting Indonesia
5	Sosialisasi Program Budaya Risiko / Dissemination of Risk Culture Program	*Online* / 07 November 2024 / Online / November 07, 2024	KAP Heliantono & Rekan
6	Peningkatan Pemahaman Di Bidang GRC & IC / Improving Understanding in the Field of GRC & IC	Gedung SQ SIG – Jakarta / 24 Oktober 2024 / SQ SIG Building – Jakarta / October 24, 2024	SIG
7	Peran Integritas bagi Penciptaan Kinerja Berprinsip Secara Berkelanjutan dalam Melayani Kebutuhan Masyarakat / The Role of Integrity in Creating Sustainable Principled Performance in Serving Community Needs	*Online* / 30 Juli 2024 / Online, July 30, 2024	CRMS (Center for Risk Management & Sustainability (CRMS) Indonesia
8	Focus Group Discussion "Penguatan Tata Kelola Manajemen Risiko dan Kepatuhan (GRC) Sektor Publik Menuju Indonesia Emas 2045" / Focus Group Discussion of "Strengthening Public Sector Risk Management and Compliance (GRC) Governance Towards Indonesia Emas 2045"	*Online* / 26 Juni 2024 / Online, June 26, 2024	Indonesia Risk Management Professional Assciation
9	Riskhub International Webinar	*Online* / 12 Juni 2024 / Online, June 12, 2024	Enterprise Risk Management Academy (ERMA) dan Indonesia Risk Management Professional Association (IRMAPA)
10	Sosialisasi Business Continuity Management System (BCMS) / Dissemination of Business Continuity Management System (BCMS)	Online / 22 Februari 2024 / Online, February 22, 2024	RWI Consulting
11	Innovation Workplace: Work Less Produce More - CHRO Masterclass	Kantor Pusat PLN – Jakarta / 18 Januari 2024 / PLN Head Office – Jakarta / January 18, 2024	BUMN School Of Excellence - PIJAR MAHIR

Sertifikasi Sebagai Profesi Manajemen Risiko **Professional Risk Management Certification**

No	Sertifikasi / *Certification*	Penyelenggara / *Issued by*	Peserta / *Participant*
1	QRMP (Qualified Risk Management Professional)	CRMS Indonesia / LSP MKS	1 Orang / 1 Person
2	QRMP (Qualified Risk Management Professional)	PPM Manajemen / LSP MKS	1 Orang / 1 Person
3	QRMA (Qualified Risk Management Analyst)	CRMS Indonesia / LSP MKS	1 Orang / 1 Person
4	BCMCP (Business Continuity Management Certified Professional)	PT RAP Indonesia/ LSPMR	1 Orang / 1 Person

PELAKSANAAN TUGAS UNIT MANAJEMEN RISIKO

Unit Kerja Manajemen Risiko telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Melakukan penyelarasan kebijakan, pedoman, piagam, prosedur dan *roadmap* terintegrasi dengan SIG.
2. Sosialisasi penyesuaian prosedur Manajemen Risiko dan profil risiko korporat 2024 ke masing-masing *risk owner*.
3. Penyusunan Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2024 di *Risk Management*.
4. *Implementasi Business Continuity Management System* (BCMS) termasuk pelaksanaan rapat koordinasi rutin progress BCMS dengan Konsultan, SIG dan Anak Usaha lainnya.
5. Pelaksanaan sosialisasi penerapan manajemen risiko tahun 2025 ke seluruh unit kerja SMBR.
6. Melaksanakan pelatihan Fundamental ERM (*Enterprise Risk Management*) kepada personil di unit kerja manajemen risiko.
7. Sertifikasi Profesi Manajemen Risiko *Qualified Risk Management Professional* (QRMP) untuk *Risk Policy & Analytic Officer* pada bulan Desember 2024.
8. Sertifikasi Profesi Manajemen Risiko *Qualified Risk Management Professional* (QRMP) untuk *Risk Monitoring & Reporting Officer* pada bulan Desember 2024.
9. Sertifikasi Profesi Manajemen Risiko *Qualified Risk Management Analyst* (QRMA) untuk *Risk Policy & Analytic Junior Officer* pada bulan Desember 2024.
10. Sertifikasi kompetensi dalam Manajemen Kelangsungan Bisnis *Business Continuity Management Certified Professional* (BCMCP) untuk *Risk Monitoring & Reporting Junior Officer* pada bulan Januari 2024.
11. Sosialisasi Program Budaya Risiko untuk PT Semen Baturaja Tbk.
12. Monitoring dan Pembuatan Laporan Risiko Korporat setiap bulan dari bulan Januari sampai dengan Desember 2024.
13. Melakukan Pemantauan Pelaksanaan dan Penerapan Manajemen Risiko setiap triwulan.
14. Melakukan riviu atas Pedoman dan Prosedur unit kerja yang diterbitkan sepanjang tahun 2024 terkait mitigasi risiko proses bisnis.
15. Melakukan riviu dan revisi Laporan Manajemen Risiko pasca terbitnya Petunjuk Teknik Nomor SK-7/DKU. BMU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko Badan Usaha Milik Negara.

RISK MANAGEMENT UNIT DUTY IMPLEMENTATION

The Risk Management Work Unit has carried out the following duties and responsibilities:

1. Aligning policies, guidelines, charters, procedures, and integrated roadmaps with SIG.
2. Disseminating adjustments to Risk Management procedures and corporate risk profiles for 2024 to each risk owner.
3. Preparing the 2024 Company Budget Work Plan (RKAP) in Risk Management.
4. Implementing a Business Continuity Management System (BCMS) including the implementation of routine coordination meetings on BCMS progress with Consultants, SIG, and other Subsidiaries.
5. Disseminating the implementation of risk management in 2025 to all SMBR work units.
6. Implementing Fundamental ERM (Enterprise Risk Management) training for personnel in the risk management work unit.
7. Holding Risk Management Professional Certification on Qualified Risk Management Professional (QRMP) for Risk Policy & Analytic Officer in December 2024.
8. Holding Risk Management Professional Certification on Qualified Risk Management Professional (QRMP) for Risk Monitoring & Reporting Officer in December 2024.
9. Holding Risk Management Professional Certification on Qualified Risk Management Analyst (QRMA) for Risk Policy & Analytic Junior Officer in December 2024.
10. Holding competency certification in Business Continuity Management Certified Professional (BCMCP) for Risk Monitoring & Reporting Junior Officer in January 2024.
11. Disseminating Risk Culture Program for PT Semen Baturaja Tbk.
12. Monitoring and Preparing monthly Corporate Risk Reports from January to December 2024.
13. Monitoring the Implementation and Application of quarterly Risk Management.
14. Reviewing work unit Guidelines and Procedures issued throughout 2024 regarding business process risk mitigation.
15. Reviewing and revising the Risk Management Report after the issuance of Technical Instruction Number SK-7/DKU. BMU/10/2023 on Technical Instructions for Reporting Risk Management of State-Owned Enterprises.

16. Membuat laporan Monitoring Mitigasi Risiko Korporat Triwulan I, II, III dan IV tahun 2024 yang telah dilaporkan kepada *Risk Owner*, Direksi, Dewan Komisaris, SIG dan Kementerian BUMN.
17. Penyusunan kajian risiko, kajian dampak dan *losses event*.
18. Melakukan *benchmarking* terkait implementasi manajemen risiko ke SIG.
19. Melakukan Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*).

16. Creating a Risk Mitigation Monitoring report for Corporate RKAP Quarters I, II, III, and IV of 2024 which has been reported to the Risk Owner, Board of Directors, Board of Commissioners, SIG, and the Ministry of SOEs.
17. Preparing risk studies, impact studies, and event losses.
18. Conducting benchmarking related to the implementation of risk management to SIG.
19. Conducting a Risk Maturity Index Assessment.

SISTEM MANAJEMEN RISIKO PERUSAHAAN

Bagi Perseroan, risiko merupakan hal fundamental yang harus dikelola agar tidak menimbulkan dampak yang berpengaruh signifikan terhadap stabilitas dan pencapaian target serta sasaran kinerja Perseroan. Oleh karena itu, sejak dini Perseroan telah mengembangkan Sistem Manajemen Risiko yang terintegrasi mulai di tingkat korporasi sampai unit kerja dengan melibatkan masing-masing satuan kerja. Pengembangan Sistem Manajemen Risiko merupakan bagian tak terpisahkan dari strategi jangka panjang Perseroan melalui penerapan manajemen risiko secara konsisten dan menyeluruh. Manajemen risiko pun menjadi pertimbangan dalam pengambilan keputusan yang bersifat strategis oleh manajemen Perseroan, agar dapat mengantisipasi perubahan lingkungan bisnis yang dinamis, menciptakan *value* serta meningkatkan kepercayaan para pemangku kepentingan.

ENTERPRISE RISK MANAGEMENT SYSTEM

For the Company, risk is a critical matter that requires effective management to avoid potential impacts that could significantly harm the Company's stability, goal achievement, as well as performance targets. To this end, the Company has developed an integrated Risk Management System, from the corporate level to the work unit level by involving each work unit. The Risk Management System development is an inseparable part of the Company's long-term strategy through consistent and comprehensive risk management implementation. Risk management is also a consideration in strategic decision-making by the Company's management, to anticipate changes in the dynamic business environment, create value, and increase stakeholder trust.

DASAR PENERAPAN MANAJEMEN RISIKO DI PERUSAHAAN

PT Semen Baturaja Tbk sebagai anak perusahaan BUMN dihadapkan pada risiko bisnis yang bersumber dari lingkungan eksternal maupun internal yang berkaitan dengan pengelolaan usahanya. Dalam rangka meminimalkan risiko yang berdampak pada pencapaian tujuan Perseroan. Penerapan Manajemen Risiko Perseroan, mengacu pada ISO 31000:2018 dan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara beserta petunjuk teknis turunannya.

Standar dan regulasi tersebut dalam implementasinya pada penerapan manajemen risiko di Perseroan telah diakomodir pada dokumen *softstructure* manajemen risiko yang mencakup:

1. Pedoman Manajemen Risiko;
2. Prosedur Penerapan Manajemen Risiko;
3. Piagam Manajemen Risiko;
4. Kebijakan Manajemen Risiko

BASIS OF RISK MANAGEMENT IMPLEMENTATION

As a subsidiary of SOE, PT Semen Baturaja Tbk is faced with business risks coming from external and internal environments related to its business management to minimize risks that may impact the Company's ability to achieve its goals. The implementation of the Company's Risk Management refers to ISO 31000:2018 and Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises along with its derivative technical instructions.

These standards and regulations in their implementation in the application of risk management in the Company have been accommodated in the risk management soft structure document which includes:

1. Risk Management Guidelines;
2. Risk Management Implementation Procedures;
3. Risk Management Charter;
4. Risk Management Policy

PEDOMAN SISTEM MANAJEMEN RISIKO

Organ Pengelola Risiko di Perseroan memiliki Pedoman Manajemen Risiko (*Risk Management Guidelines*) sebagai pedoman kerja dalam melaksanakan tugasnya. Pedoman ini terakhir telah diperbaharui dan disahkan oleh Direksi dan Dewan Komisaris tanggal 2 Desember 2024 dengan Nomor Dokumen: M/SMBR/GRC/006. 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*.

Dalam pedoman manajemen risiko, memuat hal-hal sebagai berikut:

1. **Bab I Pendahuluan:** Latar belakang, Tujuan dan Manfaat, Wujud Penerapan Manajemen Risiko, Ruang Lingkup, Landasan Hukum/Acuan 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:** Prinsip, Kerangka Kerja, Proses Penerapan, Dokumentasi Penerapan dan *Three Lines Model* dalam Manajemen Risiko.
4. **Bab IV Pelaporan Manajemen Risiko**: Sistem, Jenis dan Periode Pelaporan.
5. **Bab V Penutup**

STRATEGI MANAJEMEN RISIKO

Strategi manajemen risiko di Perusahaan telah di*review* berkala dan mengalami perubahan sebagaimana tertuang di dalam Rencana Jangka Panjang Perseroan, Adapun *Milestone* dan *Roadmap* Penerapan Manajemen Risiko Perusahaan dari tahun 2024 sampai dengan 2029 sebagai berikut:

RISK MANAGEMENT SYSTEM GUIDELINES

The Risk Management Organ in the Company adheres to the Risk Management Guidelines in performing its duties. These guidelines were updated and ratified by the Board of Directors and Board of Commissioners on December 2, 2024, with Document Number: M/SMBR/GRC/006. 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:

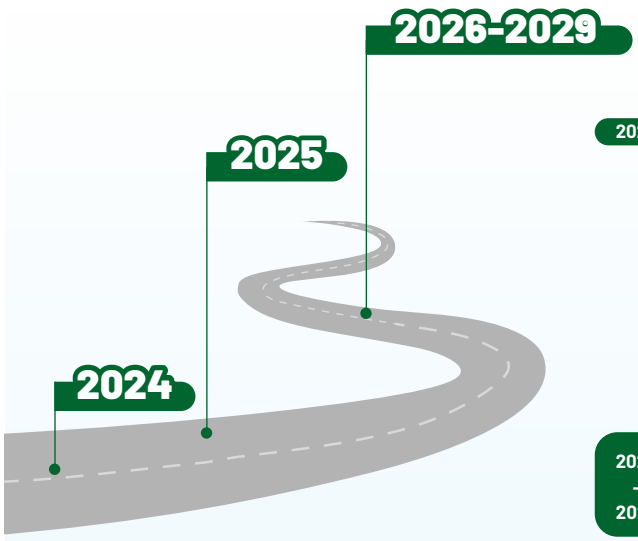
1. **CHAPTER I Introduction:** Background, Objectives and Benefits, Forms of Implementation of Risk Management, Scope, Legal Basis/References and Definitions.
2. **CHAPTER II Company Profile and Risk Management Organization:** History, Company Vision and Mission, Corporate Culture and Risk Management Organization.
3. **CHAPTER III Risk Management System:** Principles, Framework, Implementation Process, Implementation Documentation and Three Lines of Defense in Risk Management.
4. **CHAPTER IV Risk Management Reporting:** System, Type, and Period of Reporting.
5. **CHAPTER V Closing.**

RISK MANAGEMENT STRATEGY

The Company's risk management strategy has been reviewed periodically and altered as stated in the Company's Long-Term Plan. The Milestones and Roadmap for the Implementation of Company Risk Management from 2024 to 2029 are as follows:

Milestone dan *Roadmap* Manajemen Risiko 2024 – 2029

Risk Management Milestones and Roadmap 2023 – 2025



2024 — *MILESTONE*

1. Penyelarasan Aspek Tata Kelola Manajemen Risiko dengan SIG
2. Pelaksanaan *Internal Control Testing* dan *Stress Testing* secara berkala
3. Implementasi *Business Continuity Management System* (BCMS)
4. Skor *Risk Maturity Index* (RMI) sebesar 2,9

1. Aligning Risk Management Governance Aspects with GIS
2. Implementing Internal Control Testing and Stress Testing periodically
3. Implementing of Business Continuity Management System (BCMS)
4. Risk Maturity Index (RMI) score of 2.9

2025 — *ROADMAP*

1. Pemenuhan Kualifikasi Organ Pengelola Risiko
2. Integrasi Pengelolaan Risiko di Anak Perusahaan SMBR
3. Evaluasi dan Pemantauan Implementasi *Business Continuity Management System* (BCMS)
4. Skor *Risk Maturity Index* (RMI) sebesar 3,0

1. Fulfilling Risk Management Organ Qualifications
2. Integrating Risk Management in SMBR Subsidiaries
3. Evaluating and Monitoring Business Continuity Management System (BCMS) Implementation
4. Risk Maturity Index (RMI) score of 3.0

2026 – 2029

1. Pengembangan Sistem Informasi Manajemen Risiko yang terintegrasi dengan Holding
2. Perluasan Ruang Lingkup dan Sertifikasi *Business Continuity Management System* (BCMS) berbasis ISO 22301:2019
3. Skor *Risk Maturity Index* (RMI) sebesar 3,4 di tahun 2029

1. Developing a Risk Management Information System integrated with Holding
2. Expanding the Scope and Certification of Business Continuity Management System (BCMS) based on ISO 22301:2019
3. Risk Maturity Index (RMI) score of 3.4 in 2029

Indeks Kematangan Implementasi Manajemen Risiko 2024

Pengukuran indeks kematangan dalam penerapan manajemen risiko Perusahaan untuk Tahun Buku 2023 yang dilaksanakan di 2024 mengacu ketentuan pada Surat Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN RI Nomor: SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) Di Lingkungan Badan Usaha Milik Negara. Standar dan metode pengukuran *Risk Maturity Index* ini berbeda dengan tahun-tahun sebelumnya. Pada tahun 2024, Perseroan menunjuk pihak eksternal independen yaitu KAP Heliantono & Rekan (Parker Russel Indonesia) untuk melaksanakan penilaian indeks kematangan risiko tahun buku 2023 dan diperoleh indeks kematangan risiko dengan skor 2,9 (Fase Praktik Yang Baik), dengan rincian hasil penilaian sebagai berikut:

Risk Management Implementation Maturity Index 2024

The maturity index measurement in the Company's risk management implementation for the 2023 Fiscal Year which was carried out in 2024 refers to the provisions of the Decree of the Deputy for Finance and Risk Management of the Ministry of SOEs of the Republic of Indonesia Number: SK-8/DKU.MBU/12/2023 on Technical Instructions for the Assessment of the Risk Maturity Index in State-Owned Enterprises. The standards and methods for measuring the Risk Maturity Index are different from previous years. In 2024, the Company appointed an independent external party, namely KAP Heliantono & Rekan (Parker Russel Indonesia) to assess the risk maturity index for the 2023 fiscal year and obtained a risk maturity index with a score of 2.9 (in the Good Practice Phase), with the following assessment results:

Hasil Penilaian Indeks Kematangan Risiko Tahun Buku 2023 / Risk Maturity Index Assessment Results for 2023 Fiscal Year

ASPEK DIMENSI / *DIMENSION ASPECT*	
Parameter	**Skor / Score**
1. Budaya dan Kapabilitas Risiko / Risk Culture and Capabilities	3,3
2. Organisasi dan Tata Kelola Risiko / Risk Organization and Governance	3,0
3. Kerangka Risiko dan Kepatuhan / Risk and Compliance Framework	2,6
4. Proses dan Kontrol Risiko / Risk Processes and Controls	4,1
5. Model, Data dan Teknologi Risiko / Risk Models, Data and Technology	1,5
Skor Aspek Dimensi / Dimension Aspect Score	**2,9**

ASPEK KINERJA / *PERFORMANCE ASPECT*	
Parameter	**Skor / Score**
1. Tingkat Kesehatan Perusahaan / Company Health Level	N/A
2. Peringkat Komposit Risiko / Composite Risk Rating	N/A
Skor Aspek Kinerja / Performance Aspect Score	**Tidak dilakukan pengukuran aspek kinerja karena nilai aspek dimensi < 3,0 / No performance aspect measurements were carried out due to the dimension aspect value being <3.0.**

Parameter	**Skor / Score**
Skor RMI Final / Final RMI Score	2,9 (Fase Praktik yang Baik / *Good Practice Phase*)

Perusahaan berada pada Fase Praktik Yang Baik dengan skor Penilaian RMI berkisar antara 2,9 hingga 3,4 dari skala 5. Berdasarkan SK-8/DKU.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan Badan Usaha Milik Negara. Pada fase ini, Perseroan telah:

1. Menerapkan seluruh Dimensi praktik Manajemen Risiko yang rata-rata mendekati atau sejalan dengan praktik standar industrinya;
2. Rata-rata pegawai cukup sadar akan Risiko, budaya Risiko mulai diterapkan di dalam perusahaan;
3. Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, dan alat yang berkaitan dengan Manajemen Risiko telah diterapkan, meskipun efektivitas atau level implementasinya masih bervariasi;
4. Menerapkan Manajemen Risiko secara konsisten di setiap bagian perusahaan sesuai *framework* manajemen Risiko yang telah ditetapkan dan menerapkan prinsip Manajemen Risiko secara terus menerus; dan
5. Penjabaran (*cascading*) target kinerja perusahaan telah dilakukan hingga tingkat individu.

The Company is in the Good Practice Phase with an RMI Assessment score ranging from 2.9 to 3.4 on a scale of 5. It is based on SK-8/DKU.MBU/12/2023 on Technical Instructions for Risk Maturity Index Assessment in State-Owned Enterprises. In this phase, the Company has:

1. Implemented all Dimensions of Risk Management practices that are on average close to or in line with industry standard practices;
2. Employees on average are quite aware of Risk, Risk culture has begun to be implemented within the Company;
3. The organizational structure, framework, compliance, processes, systems, and tools related to Risk Management have been implemented, although the effectiveness or level of implementation still varies;
4. Implemented Risk Management consistently in all parts of the Company according to the established Risk Management framework and implemented Risk Management principles continuously; and
5. The cascading of the Company's performance targets has been carried out down to the individual level.

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* di Perusahaan terhadap pentingnya Manajemen Risiko masih belum menyeluruh.
2. Kualifikasi dan kompetensi sumber daya manusia (SDM) terkait Manajemen Risiko masih belum memadai.
3. Perubahan struktur organisasi dan personil pada fungsi Manajemen Risiko yang sangat dinamis.
4. Struktur Organisasi yang besar, membutuhkan waktu yang lebih lama dalam melakukan koordinasi terkait Penyusunan, Pelaporan dan sebagainya.
5. Pengukuran dan Pelaporan Manajemen risiko khususnya pada risiko operasional/unit kerja belum efektif dan konsisten.
6. Keterbatasan Anggaran di dalam melaksanakan mitigasi atas risiko.

ENTERPRISE RISK MANAGEMENT CHALLENGES

In implementing Risk Management, the Company has identified challenges that impact the achievement of its Objectives and Targets, including:

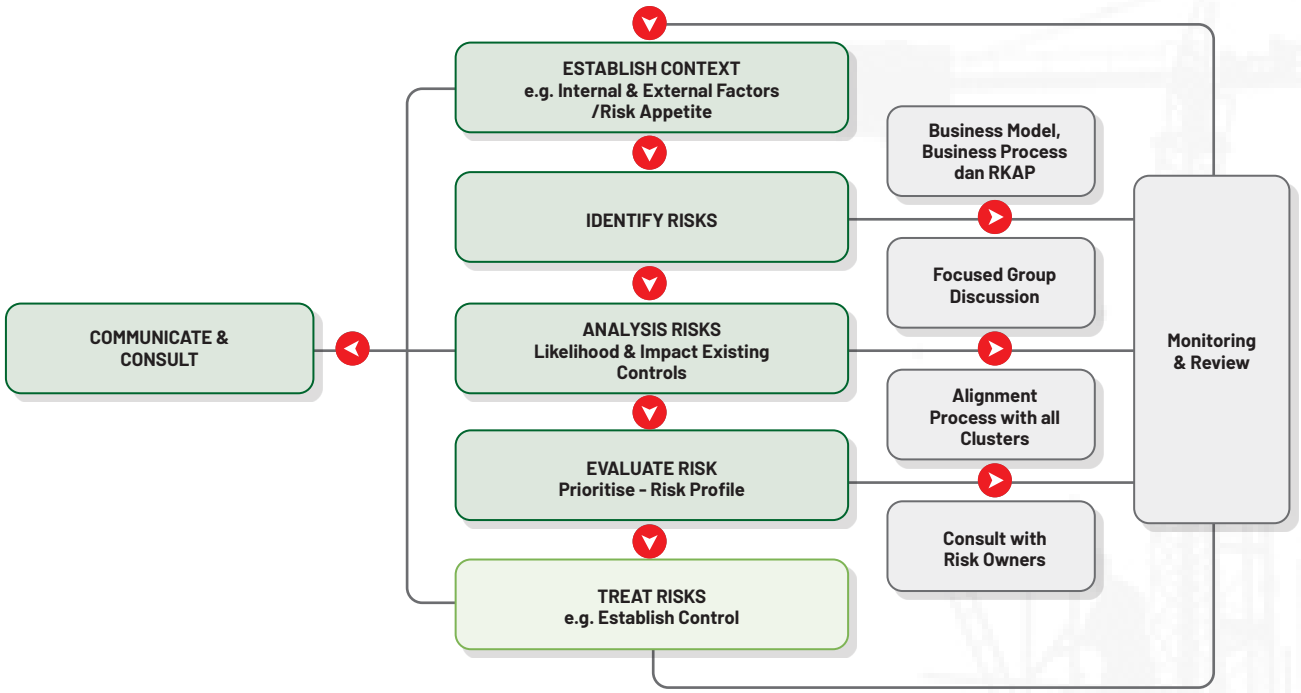
1. The level of awareness in the Company regarding the importance of Risk Management is still not comprehensive.
2. Human capital (HC) qualifications and competencies related to Risk Management are still inadequate.
3. Changes in organizational structure and personnel in the Risk Management function are very dynamic.
4. A large organizational structure requires more time to coordinate regarding Preparation, Reporting, and so on.
5. Measurement and Reporting of risk management, especially for operational/work unit risks, are not yet effective and consistent.
6. Budget limitations in implementing risk mitigation.

PROFIL RISIKO

Berdasarkan ISO 31000, penyusunan profil risiko memiliki tahapan sebagai berikut:

RISK PROFILE

Based on ISO 31000, the preparation of a risk profile has the following stages:



Informasi profil risiko korporat di tahun 2024 adalah sebagai berikut:

Information on corporate risk profile in 2024 is as follows:

No.	Profil Risiko / *Risk Profile*	Upaya Mitigasi / *Mitigation Efforts*
1	Risiko Perizinan Tambang pada proses bisnis mengelola perencanaan penambangan / Risk of Mining Licensing in the business process of managing mining planning	Guna mencegah risiko keterlambatan dimulainya penambangan batu kapur di Tambang 3 (T3) dan peningkatan perluasan Izin Usaha Pertambangan (IUP) Clay maka ditetapkan langkah mitigasi berupa melakukan rencana percepatan pekerjaan konstruksi infrastruktur, percepatan pekerjaan akuisisi lahan dan percepatan pekerjaan pra-operasional. / To prevent the risk of delays in the start of limestone mining at Mine 3 (T3) and increase the Clay Mining Business Permit (IUP) expansion, mitigation steps are by implementing a plan to accelerate infrastructure construction work, accelerate land acquisition work and accelerate pre-operational work.
2	Risiko Operasional Produksi / Risk of Production Operations	Guna mencegah risiko yang berkaitan dengan pencapaian target operasional produksi semen baik dari segi Waktu, Volume, Kualitas dan *Safety*, maka ditetapkan langkah mitigasi berupa: / To prevent risks related to achieving operational targets for cement production in terms of Time, Volume, Quality and Safety, mitigation steps are determined in the form of: a. Meningkatkan *Predictive Maintenance* untuk menjaga keandalan peralatan *Cement Mill* 05 & 06 untuk mengurangi terjadinya *Breakdown*/kerusakan peralatan; / Increasing Predictive Maintenance to maintain the reliability of Cement Mill 05 & 06 equipment to reduce Breakdown/ equipment damage; b. Menjaga keseimbangan *Stock* material *White Clay* antar *Plant*; / Maintaining the balance of White Clay material Stock between Plants; c. Mengatur pola operasi dengan memaksimalkan produksi semen di pabrik yang lebih efisien (PBR II); / Arranging operating patterns by maximizing cement production in more efficient factories (PBR II); d. Melakukan survei dan koordinasi dengan penghasil *Fly Ash*; / Conducting surveys and coordination with Fly Ash producers; e. Memastikan kontrak jumlah angkutan *Fly Ash* sesuai dengan kebutuhan; / Ensuring the contract for the amount of Fly Ash transportation is in accordance with needs; f. Pemantauan secara rutin terhadap kualitas Clinker; / Routine monitoring of Clinker quality; g. Menjaga keandalan peralatan di area Kiln agar tidak terjadi *Breakdown* tidak terencana; dan / Maintaining the reliability of equipment in the Kiln area to avoid unplanned Breakdown; and h. Melakukan koordinasi untuk meningkatkan suplai limbah *biomass*. / Coordinating to increase the supply of biomass waste.
3	Risiko Mesin dan Peralatan Produksi / Risk of Machinery and Production Equipment	Guna mencegah terjadinya risiko yang berkaitan dengan kualitas, usia, pemakaian, *maintenance* mesin dan peralatan produksi, maka ditetapkan langkah mitigasi berupa: / To prevent risks related to the quality, age, usage, maintenance of machines and production equipment, the following mitigation steps are: a. Melakukan analisa & evaluasi serta pelaporan hasil inspeksi dan cek kondisi peralatan secara berkala; / Analyzing, evaluating, as well as reporting the inspection results and periodically checking the equipment condition; b. Meningkatkan *condition monitoring* kebutuhan *drop test* serta kalibrasi; / Increasing condition monitoring of drop test needs and calibration; c. Melakukan pembelian sparepart prioritas berdasarkan umur peralatan, kondisi peralatan dan anggaran; / Purchasing priority spare parts based on equipment age, equipment condition and budget; d. Meningkatkan kegiatan *preventive* dan *corective maintenance* pada peralatan sampai *scheduled shutdown* dilakukan; / Increasing preventive and corrective maintenance activities on equipment until the scheduled shutdown is carried out; e. Meningkatkan *Production Rate Kiln*; dan / Increasing Klin Production Rate; and f. Meningkatkan *Production Rate Cement Mill* / Increasing Cement Mill Production Rate

No.	Profil Risiko / *Risk Profile*	Upaya Mitigasi / *Mitigation Efforts*
4	Risiko *Compliance* Regulasi Lingkungan, *Safety*, Energi dan K3 / Risk of Environmental, Safety, Energy and OHS Regulation Compliance	Guna mencegah terjadinya risiko yang berkaitan dengan risiko tidak terpenuhinya kepatuhan terhadap regulasi dan peraturan Pemerintah dan K3, maka ditetapkan langkah mitigasi berupa: / To prevent risks related to the risk of non-compliance with government and OHS regulations and rules, mitigation steps are determined in the form of: a. Melakukan pemantauan dan pengukuran lingkungan (udara dan air) di sekitar area perusahaan di 3 *site* secara rutin dan melakukan pelaporan pada dinas terkait untuk mempertahankan kinerja Proper Hijau; / Monitoring and measuring the environment (air and water) around the Company area at 3 sites routinely and reporting to the relevant agencies to maintain Green Proper performance; b. Melakukan penyusunan dokumen lingkungan *beyond compliance* untuk mencapai kinerja Proper Hijau; / Compiling environmental documents beyond compliance to achieve Green Proper performance; c. Penerapan program kerja *Zero Accident*; dan / Implementing a Zero Accident work program; and d. Penerapan program kerja pencegahan penanggulangan kebakaran. / Implementing a fire prevention work program.
5	Risiko Internalisasi *Corporate Culture* / Risk of Corporate Culture Internalization	Guna mencegah terjadinya risiko yang berkaitan dengan sosialisasi dan internalisasi Budaya Organisasi Perusahaan (AKHLAK) maka ditetapkan langkah mitigasi berupa kegiatan sosialisasi AKHLAK untuk seluruh karyawan pada tahun 2024, melakukan survei AKHLAK yang diinisiasi oleh SIG pada tahun 2024 dan melakukan survei keterikatan karyawan. / To prevent risks related to the Company's Organizational Culture (AKHLAK) dissemination and internalization, mitigation steps have been established in the form of AKHLAK dissemination activities for all employees in 2024, conducting an AKHLAK survey initiated by SIG in 2024, and conducting an employee engagement survey.

MONITORING REALISASI MITIGASI RISIKO

Monitoring realisasi mitigasi risiko sepanjang tahun 2024 disusun dan dilakukan secara menyeluruh pada proses bisnis di setiap unit kerja melalui tahapan proses pemantauan (*monitoring*) risiko yang diikuti dengan proses komunikasi dan koordinasi secara berkesinambungan, untuk memastikan efektivitas pelaksanaan atas mitigasi risiko (tindaklanjut) yang telah di susun oleh unit kerja telah dilakukan dengan baik dan sesuai dengan rencana yang telah ditetapkan, sehingga diharapkan potensi risiko dapat diminimalisir dan dikendalikan.

Pada saat dilakukan penyusunan, perusahaan telah mempunyai kriteria mengenai batas tingkat risiko yang dapat diterima. Oleh karena itu, dalam melakukan evaluasi risiko, risiko yang telah dianalisis/diukur di-*ranking* berdasarkan tingkat atau nilai risiko untuk menentukan prioritas pengelolaannya. Risiko yang teridentifikasi tersebut seluruhnya akan dikelola perusahaan dengan mempertimbangkan rencana perlakuan yang sesuai. Setelah diterapkannya rencana perlakuan diharapkan risiko perusahaan akan menjadi lebih rendah dibandingkan dengan sebelum dilakukan perlakuan tersebut.

MONITORING OF RISK MITIGATION

Monitoring of the risk mitigation realization throughout 2024 is prepared and carried out comprehensively in the business process in each work unit through the risk monitoring process stages followed by a continuous communication and coordination process, to ensure the effectiveness of the risk mitigation implementation (follow-up) that has been prepared by the work unit has been carried out properly and following the established plan so that it is hoped that potential risks can be minimized and controlled.

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, to reduce risks compared to the pre-treatment stage.

Monitoring realisasi mitigasi risiko Perusahaan sepanjang 2024 dilaksanakan setiap bulan dan dilaporkan kepada manajemen dan pihak yang berkepentingan dalam 4 (empat) periode, yaitu:

1. Periode Triwulan I dilakukan *monitoring* dari bulan Januari sampai dengan Maret 2024 yang dilaporkan pada bulan April 2024.
2. Periode Triwulan II dilakukan *monitoring* dari bulan April sampai dengan Juni 2024 yang dilaporkan pada bulan Juli 2024.
3. Periode Triwulan III dilakukan *monitoring* dari bulan Juli sampai dengan September 2024 yang dilaporkan pada bulan Oktober 2024.
4. Periode Triwulan IV dilakukan *monitoring* dari bulan Oktober sampai dengan Desember 2024 yang dilaporkan pada bulan Januari 2025.

Laporan atas *monitoring* realisasi mitigasi risiko tahun 2024 dilaporkan kepada Direksi oleh VP of HC & GRC. Setelah mendapat persetujuan oleh Direksi, selanjutnya dilaporkan kepada Dewan Komisaris Perusahaan dan Unit ERM PT Semen Indonesia (Persero) Tbk serta Kementerian BUMN selaku Pemegang Saham.

Rencana penanganan/mitigasi risiko atas 5 (lima) profil risiko korporat di tahun 2024 telah dipantau secara efektif dan di monitoring secara periodik dengan target adanya penurunan tingkat risiko pada akhir tahun 2024. Adapun dari proses monitoring, terjadi penurunan tingkat risiko residual dimana 1 (satu) risiko turun dari *Extreme Risk* ke tingkat *High Risk* (risiko no 1), 2 (dua) risiko turun dari tingkat High Risk ke tingkat *Medium Risk* (risiko no 2 dan no 3) dan 2 (dua) risiko turun dari tingkat *High Risk* ke tingkat *Low Risk* (risiko no 4 dan no 5).

HASIL REVIU YANG DILAKUKAN ATAS SISTEM MANAJEMEN RISIKO 2024

Evaluasi penerapan Sistem Manajemen Risiko dilakukan dengan tujuan untuk menilai indeks kematangan penerapan Manajemen Risiko. Adapun untuk memastikan efektivitas atas penerapan manajemen risiko di tahun 2024, telah dilakukan beberapa kegiatan diantaranya:

1. Evaluasi oleh Dewan Komisaris, Direksi dan Komite terhadap laporan monitoring atas realisasi mitigasi risiko yang disampaikan oleh Unit Kerja baik untuk risiko operasional yang dilaksanakan setiap triwulanan maupun risiko korporat yang dilaksanakan setiap bulan.

Monitoring of the Company's risk mitigation realization throughout 2024 is carried out every month and reported to management and stakeholders in 4 (four) periods, namely:

1. Monitoring is carried out in the first quarter period, from January to March 2024 which is reported in April 2024.
2. Monitoring is carried out in the second quarter period, from April to June 2024 which is reported in July 2024.
3. Monitoring is carried out in the third quarter period, from July to September 2024 which is reported in October 2024.
4. Monitoring is carried out in the fourth quarter period, from October to December 2024 which is reported in January 2025.

The report on the monitoring of the risk mitigation realization in 2024 is reported to the Board of Directors by the VP of HC & GRC. It is then reported to the Company's Board of Commissioners, the ERM Unit of PT Semen Indonesia (Persero) Tbk, and the Ministry of SOEs as Shareholders after receiving approval from the Board of Directors.

The risk handling/mitigation plan for 5 (five) corporate risk profiles in 2024 has been effectively monitored and monitored periodically with the target of reducing the risk level by the end of 2024. From the monitoring process, the residual risk level decreased where 1 (one) risk dropped from Extreme Risk to High Risk (risk no. 1), 2 (two) risks dropped from High Risk to Medium Risk (risks no. 2 and no. 3) and 2 (two) risks dropped from High Risk to Low Risk (risks no. 4 and no. 5).

RESULTS OF RISK MANAGEMENT SYSTEM REVIEW IN 2024

Evaluation of the Risk Management System implementation is carried out to assess the maturity index of the Risk Management implementation. Several activities have been carried out in 2024 to ensure the effectiveness of the risk management implementation, including:

1. Evaluation by the Board of Commissioners, Board of Directors, and Committee of the monitoring report on the risk mitigation realization submitted by the Work Unit, both for operational risks carried out quarterly and corporate risks carried out monthly.

2. Pelaksanaan audit operasional berbasis risiko (*Risk Based Audit*) oleh Department of Internal Audit.
3. Adanya audit Sistem Manajemen Semen Baturaja (SMSB) berbasis ISO oleh auditor internal dan eksternal, yang salah satu aspek kesesuaian terhadap kriteria/standar auditnya adalah risiko.
4. Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) sebagai *tools* untuk mengukur tingkat kualitas rancangan dan efektivitas penerapan Manajemen Risiko dalam melindungi dan menciptakan nilai pada Perusahaan.

2. Implementation of risk-based operational audits by the Department of Internal Audit.
3. The existence of an ISO-based Semen Baturaja Management System (SMSB) audit by internal and external auditors, one of the aspects of conformity to the audit criteria/standards is a risk.
4. Risk Maturity Index Assessment as a tool to measure the design quality level and the effectiveness of the Risk Management implementation in protecting and creating value for the Company.

Hingga saat ini, penerapan Manajemen Risiko Perusahaan telah berjalan dalam koridor yang semestinya. Namun demikian, masih terdapat beberapa kesenjangan yang perlu dilakukan perbaikan untuk peningkatan pengelolaan risiko kedepannya seperti:

As of now, the Corporate Risk Management implementation has been running in the proper corridor, but there are still several gaps that need to be improved to refine risk management in the future, such as:

Dimensi / *Dimension*	**Hasil Review / *Review Results***	**Kesenjangan dan Perbaikan/Peningkatan / *Gaps and Improvements***
Budaya dan Kapabilitas Risiko / Risk Culture and Capabilities	Perusahaan telah memiliki program budaya risiko dan program sadar risiko yang rutin dimana Direksi telah berperan secara aktif. Selain itu Perusahaan telah melakukan penilaian RMI secara rutin dalam 3 tahun dan telah disosialisasikan hasil penilaiannya. Telah tersedia program peningkatan keahlian risiko bagi sebagian organ pengelola risiko seperti QRGP dan QCRO. / The Company has a routine risk culture program and risk awareness program in which the Board of Directors has played an active role. In addition, the Company has conducted routine RMI assessments in 3 years and has disseminated the results of the assessment. There is a risk expertise improvement program for some risk management organs such as QRGP and QCRO.	Perusahaan belum melakukan verifikasi/audit penilaian RMI oleh pihak independen sebagai mekanisme *"check-and-balance"* penilaian RMI. Penilaian RMI belum mencakup keseluruhan aspek Dimensi Risiko. Program peningkatan keahlian risiko belum mencakup keseluruhan topik aspek risiko. Belum terdapat penerapan sanksi kepada pegawai yang tidak menyelesaikan program peningkatan keahlian risiko yang telah diwajibkan. / The Company has not conducted verification/audit of RMI assessment by an independent party as a "check-and-balance" mechanism for RMI assessment. RMI assessment does not cover all aspects of Risk Dimension. Risk expertise improvement program does not cover all topics of risk aspects. There has been no application of sanctions to employees who do not complete the required risk expertise improvement program.
Organisasi dan Tata Kelola Risiko / Risk Organization and Governance	Perusahaan telah memiliki fungsi manajemen risiko yang independen yang telah menerapkan konsep *three lines of defense*. Terdapat pimpinan (PIC) penanggung jawab atas setiap mitigasi risiko. Perusahaan telah Menyusun Laporan Penerapan Manajemen Risiko secara triwulanan. Telah terdapat Direktur khusus untuk menangani risiko yaitu Direktur (Fungsi Keuangan & SDM) sesuai dengan PER-2/MBU/03/ 2023. Telah ada dokumentasi keterlibatan Dewan Komisaris dan Direksi dalam memberikan pengawasan manajemen risiko dan telah terdapat Interaksi yang baik antara fungsi Risiko dan Assurance. / The Company has an independent risk management function that has implemented the three lines of defense concept. There is a leader (PIC) who is responsible for each risk mitigation. The Company has prepared a quarterly Risk Management Implementation Report. There is a special Director to handle risks, namely the Director of Finance and Human Resources in accordance with PER-2/MBU/03/2023. There is documentation of the involvement of the Board of Commissioners and Directors in providing risk management supervision and there has been good interaction between the Risk and Assurance functions.	Perusahaan belum menggunakan permodelan risiko seperti stress testing sebagai alat pengambilan keputusan. Belum terdapat pemenuhan lebih dari satu sertifikasi manajemen risiko untuk seluruh organ pemilik risiko. Penetapan ambang batas materialitas dari isu-isu terkait risiko dan eskalasi permasalahan risiko terbatas sampai level Direksi belum mencakup Dewan Komisaris. Perusahaan telah memiliki piagam Audit Intern namun belum dilakukan pengkajian terhadap piagam tersebut secara periodik. Perusahaan belum memiliki kebijakan Tata Kelola Terintegrasi. / The Company has not used risk modeling such as stress testing as a decision-making tool. There has been no fulfillment of more than one risk management certification for all risk-owning organs. Determination of materiality thresholds for risk-related issues and escalation of risk problems is limited to the Board of Directors level and does not include the Board of Commissioners. The Company has an Internal Audit charter but has not been reviewed periodically on the charter. The Company does not have an Integrated Governance policy.

Dimensi / *Dimension*	Hasil Review / *Review Results*	Kesenjangan dan Perbaikan/Peningkatan / *Gaps and Improvements*
Kerangka Risiko dan Kepatuhan / Risk and Compliance Framework	Inisiatif peningkatan kualitas kerangka ERM telah dijalankan Perusahaan. Peran Manajemen Risiko telah ada dalam penyusunan rencana dan pencapaian target strategis RKAP. Strategi dan selera risiko telah dikomunikasikan kepada pemegang saham mayoritas. / The Company has implemented initiatives to improve the quality of the ERM framework. The role of Risk Management has been in the preparation of plans and achievement of strategic targets for the RKAP. The strategy and risk appetite have been communicated to the majority shareholders.	Perusahaan belum memiliki kerangka ERM termasuk prosedur yang mengatur penyusunan kapasitas risiko. Perusahaan belum memiliki departemen/ divisi kepatuhan yang dibentuk secara independen. Perusahaan belum memiliki rencana kontingensi yang terperinci dengan alur spesifik atas langkah yang dibutuhkan, alur komando dan kontingensi kas/ likuiditas. / The Company does not have an ERM framework including procedures that regulate the preparation of risk capacity. The Company does not have a compliance department/division that is formed independently. The Company does not have a detailed contingency plan with a specific flow of steps needed, command flow and cash/liquidity contingency.
Proses dan Kontrol Risiko / Risk Processes and Controls	Perusahaan telah memiliki taksonomi risiko yang terintegrasi dengan bisnis, terdapat kerangka dan sistem Manajemen Risiko Perusahaan yang komprehensif dimana sudah menerapkan ISO 31000:2018. Telah ada risk register yang terkonsolidasi mencakup seluruh unit bisnis, terdapat rencana mitigasi risiko dan penanggung jawab atas risiko tersebut. Telah ada pelaporan secara rutin yang disampaikan kepada Induk Perusahaan. / The Company has a risk taxonomy integrated with the business, there is a comprehensive Enterprise Risk Management framework and system that has implemented ISO 31000:2018. There is a consolidated risk register covering all business units, there is a risk mitigation plan and a person responsible for the risk. There has been regular reporting submitted to the Parent Company.	Belum terdapat pengkinian taksonomi seperti dilakukannya Benchmarking eksternal terhadap risk universe untuk industri, tinjauan/pembahasan rutin dengan para Direksi atas perubahan taksonomi (misal ekonomi, politik, regulasi dan lingkungan). Telah ada penerapan metode yang berimbang antara kuantitatif dan kualitatif untuk proses risiko namun belum melibatkan penggunaan data historis seperti *loss event database* yang dilengkapi dengan data pasar dan perkiraan *forward looking* lainnya. Pelaporan risiko telah menggunakan sistem *dashboard*, namun belum terdapat otomatisasi input data pelaporan risiko. / There has been no taxonomy update such as external benchmarking of the risk universe for the industry, regular review/discussion with the Board of Directors on changes in the taxonomy (such as economic, political, regulatory and environmental). There has been a balanced application of quantitative and qualitative methods for the risk process but has not involved the use of historical data such as a loss event database equipped with market data and other forward-looking estimates. Risk reporting has used a dashboard system, but there has been no automation of risk reporting data input.
Model, Data dan Teknologi Risiko / Risk Models, Data and Technology	Perusahaan telah melakukan pengisian *risk register* ke aplikasi risiko.sig.id, termasuk untuk menyimpan data risiko (*risk movement*). Telah ada website Perusahaan, aplikasi SMSB dan risiko.sig.id sebagai solusi TI yang memuat informasi mengenai eksposur risiko, kebijakan dan prosedur manajemen risiko. / The Company has filled in the risk register to the risiko.sig.id application, including to store risk movement data. There is a Company website, SMSB application and risiko.sig.id as an IT solution that contains information on risk exposure, risk management policies, and procedures.	Perusahaan belum memiliki permodelan risiko dan belum terdapat tim khusus permodelan risiko. Proses Manajemen Risiko belum menerapkan *advanced analytics*. Solusi TI belum memuat informasi mengenai limit risiko. Data risiko yang dikelola terbatas untuk jenis risiko utama perusahaan dan belum terdapat pencatatan data kerugian internal, termasuk *near misses*. Belum terdapat otomatisasi pengumpulan data operasional untuk pelaporan risiko. / The Company does not have risk modeling and there is no special risk modeling team. The Risk Management process has not implemented advanced analytics. IT solutions do not include information on risk limits. The risk data managed is limited to the Company's main risk types and there is no internal loss data recording, including near misses. There is no automation of operational data collection for risk reporting.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Di tahun 2024, Dewan Komisaris dan Direksi telah melakukan penilaian terhadap implementasi sistem manajemen risiko. Dewan Komisaris dan Direksi menyatakan bahwa sistem manajemen risiko Perusahaan telah memenuhi kecukupan. Perusahaan telah memiliki kebijakan, pedoman dan Prosedur Manajemen Risiko yang berbasis ISO 31000:2018 serta PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara sebagai komitmen dan panduan dalam penerapan manajemen risiko di Perusahaan. Direksi serta Dewan Komisaris berpandangan bahwa sistem tersebut telah selaras dengan regulasi terkait serta diimplementasikan dengan baik, sehingga sistem manajemen risiko yang diterapkan telah memadai.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON RISK MANAGEMENT SYSTEM ADEQUACY

In 2024, the Board of Commissioners and Board of Directors assessed the risk management system implementation and considered it to be in adequate condition. The Company has met the adequacy. The Company has policies, guidelines, and Risk Management Procedures based on ISO 31000:2018 and PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises as a commitment and guideline in implementing risk management in the Company. The Board of Directors and Board of Commissioners agree that the system is in line with related regulations and is implemented well so that the risk management system implemented is adequate.

PERKARA PENTING

Di tahun 2024, tidak terdapat perkara penting yang berdampak material pada Perusahaan.

LEGAL CASES

In 2024, there were no legal cases that had material impacts on the Company.

PENGUNGKAPAN PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Di tahun 2024, seluruh anggota Dewan Komisaris maupun Direksi Perusahaan yang sedang menjabat, tidak memiliki permasalahan hukum, baik perdata maupun pidana.

DISCLOSURE OF ONGOING LEGAL CASES FACED BY THE INCUMBENT BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

In 2024, all incumbent members of the Company's Board of Commissioners and Directors faced neither civil nor criminal legal cases.

PENGUNGKAPAN PERMASALAHAN HUKUM YANG SEDANG DIHADAPI ENTITAS ANAK

Di tahun 2024, terdapat perkara hukum yang berdampak material yang dihadapi oleh Entitas Anak Perusahaan.
Tabel Perkara Penting tahun 2024

DISCLOSURE OF ONGOING LEGAL CASES FACED BY SUBSIDIARIES

In 2024, there were legal cases that had a material impact faced by the Subsidiaries.

Tabel Perkara Penting tahun 2024 / **Table of Legal Cases in 2024**

No	Pokok Perkara/Gugatan / *Main Points of the Case/Lawsuit*	Status Penyelesaian Perkara / *Case Settlement Status*	Pengaruh terhadap Perusahaan / *Impact on the Company*
1	Atas Inisiatif Perusahaan untuk dilakukan pemeriksaan oleh Kejaksaan Tinggi Sumatera Selatan terhadap PT Semen Baturaja Tbk dan Anak Usahanya yaitu PT Baturaja Multi Usaha dalam dugaan penyimpangan distribusi dan pengelolaan semen tahun 2017 sampai dengan 2021 sebagaimana surat perintah penyidikan dari Kepala Kejaksaan Tinggi Sumatera Selatan, Nomor : PRINT-01/L.6/Fd.1/03/2023 tanggal 08 Maret 2023 / On the Company's initiative to conduct an investigation by the South Sumatera High Prosecutor's Office against PT Semen Baturaja Tbk and its subsidiary, namely PT Baturaja Multi Usaha, for alleged irregularities in the distribution and management of cement from 2017 to 2021 as per the investigation order from the Head of the South Sumatera High Prosecutor's Office, Number: PRINT-01/L.6/Fd.1/03/2023 dated March 8, 2023	Telah dilakukan upaya hukum sampai dengan kasasi dan Mahkamah Agung telah mengeluarkan keputusan Kasasi Nomor : 4003K/Pid.Sus/2024 tanggal 13 Juli 2024 (Putusan telah Inckracht) / Legal efforts have been made up to cassation and the Supreme Court has issued a cassation decision Number: 4003K/Pid.Sus/2024 dated July 13, 2024 (the decision has been Inckracht)	Pemberitaan negatif di Media / Negative coverage in the media

SANKSI ADMINISTRASI

Di tahun 2024, tidak terdapat sanksi administratif yang dikenakan kepada Perusahaan dan Insan Semen Baturaja, sehingga tidak ada informasi terkait yang disajikan pada Laporan Tahunan ini.

KODE ETIK PERUSAHAAN

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 Etika (*Code of Conduct*) yang dibuat berdasarkan nilai-nilai yang dianut oleh jajaran Perusahaan dan dalam implementasinya dijabarkan ke dalam standar sikap dan perilaku. Pedoman Perilaku Etika Nomor: M/SMBR/GRC/004 disahkan oleh Direksi pada 25 Maret 2024.

Pedoman Perilaku Etika (*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 Etika (*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.

Pedoman Perilaku Etika ini merupakan salah satu standar dalam penerapan tata kelola perusahaan yang wajib dipahami dan dijadikan panduan dalam melaksanakan kegiatan oleh Dewan Komisaris, Direksi, Karyawan. Perwujudan komitmen terhadap Pedoman Perilaku Etika ini dilakukan melalui penandatanganan dan approval Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku Etika setiap tahunnya. Perusahaan juga mewajibkan rekan bisnis untuk memenuhi ketentuan dalam pedoman ini, dengan menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku Etika dan Pakta Integritas.

ADMINISTRATIVE SANCTIONS

In 2024, there were no administrative sanctions imposed on Semen Baturaja and its employees, thus such information is presented in this annual report

.

CODE OF CONDUCT

ENHANCEMENT PROGRAM, TYPE OF SANCTION AND TOTAL REPORT ON VIOLATION OF THE CODE OF CONDUCT

The Company is committed to consistently and sustainably implementing Good Corporate Governance. One of the key efforts in this regard is the establishment of a Code of Conduct grounded in the values embraced by the Company. This Code of Conduct is detailed in standards that outline expected attitudes and behaviors. Code of Conduct Number: M/SMBR/GRC/004 was approved by the Board of Directors on March 25, 2024.

The Code of Conduct is a comprehensive collection of commitments that encompass business ethics, work ethics, and ethics pertaining to specific matters. It serves as a guideline to regulate, shape, and monitor appropriate behaviors for both management and employees, ensuring alignment with the Company's culture and supporting the achievement of its vision and mission.

Specifically, the Code of Conduct addresses conflicts of interest, the giving and receiving of gifts, entertainment, donations, the protection of Company information and assets, political activities, ethics related to stakeholders, and the reporting of violations along with associated sanctions.

This Code of Conduct a fundamental standard for implementing corporate governance and must be understood and adhered to by the Board of Commissioners, Directors, and Employees. The commitment to this Code of Ethics is reinforced yearly through the signing and approval of a Statement of Compliance. The Company also requires its business partners to comply with these guidelines by signing a statement of compliance with the Code of Ethics and an Integrity Pact.

Dalam hal ini, Perusahaan juga melakukan peninjauan dan pemutakhiran secara berkala Pedoman Perilaku Etika (*Code of Conduct*) yang berlaku di Perusahaan. Sehingga pedoman ini dapat diterapkan sesuai dengan kebutuhan Perusahaan.

Furthermore, the Company periodically reviews and updates the Code of Ethics to ensure it remains relevant and applicable to the Company's needs.

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 Etika (*Code of Conduct*) Perusahaan dibuat dengan mengacu pada nilai-nilai yang diyakini oleh setiap pimpinan dan karyawan. Di mana penerapannya pedoman ini dijabarkan dalam sikap dan perilaku setiap pengurus dan karyawan di luar dan di dalam Perusahaan.

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.

Pedoman Perilaku Etika (*Code of Conduct*) PT Semen Baturaja Tbk meliputi Etika Usaha dan Etika Kerja. Etika terhadap Hal-Hal Khusus. Etika Usaha merupakan standar perilaku usaha yang diterapkan Perusahaan sebagai suatu entitas bisnis dalam berinteraksi dan berhubungan dengan *Stakeholders*, baik internal maupun eksternal. 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*. Sementara itu, Etika terhadap Hal-hal Khusus standar perilaku usaha dan kerja yang berkaitan dengan penanganan dan perlakuan untuk hal-hal khusus seperti kepatuhan terhadap hukum, benturan kepentingan, keterbukaan dan kerahasiaan informasi, penggunaan dan perlindungan aset perusahaan dan lain sebagainya.

Code of Conduct of PT Semen Baturaja Tbk includes Business Ethics and Work Ethics. Ethics towards Special Matters. Business Ethics is a standard of business behavior applied by the Company as a business entity in interacting and relating to Stakeholders, both internal and external. Work Ethics is a standard of work behavior used in carrying out tasks for and on behalf of the Company, as well as in interacting and relating to fellow co-workers and Stakeholders. Meanwhile, Ethics towards Special Matters is a standard of business and work behavior related to the handling and treatment of special matters such as compliance with the law, conflicts of interest, openness and confidentiality of information, use and protection of company assets and so forth.

Pedoman Perilaku Etika (*Code of Conduct*) ini menjadi landasan kegiatan usaha Perusahaan yang berlaku 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.

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.

TUJUAN PELAKSANAAN KODE ETIK PERUSAHAAN

Tujuan implementasi kode etik adalah sebagai berikut:

1. Menambah keyakinan dan kepastian kepada pemegang saham bahwa Perusahaan dikelola secara transparan, akuntabel bertanggung jawab, mandiri, dan wajar sesuai prinsip-prinsip Tata Kelola Perusahaan yang Baik untuk perkembangan dan pencapaian tingkat profitabilitas yang diharapkan oleh pemegang saham dengan tetap memperhatikan kepentingan Perusahaan dan *Stakeholders*;
2. Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan internal Perusahaan yang diperoleh karena adanya kejelasan sikap Perusahaan yang akan melindungi pengurus dan karyawan dari tekanan atau perilaku manipulatif yang mungkin terjadi di Perusahaan;
3. Mendorong agar kegiatan usaha di Perusahaan selalu memperhatikan dan menerapkan prinsip-prinsip persaingan usaha yang sehat untuk mencegah terjadinya pelanggaran hukum;
4. Mendorong kegiatan usaha Perusahaan agar lebih efisien dan efektif dengan memperhatikan standar etika bisnis terhadap pelanggan, masyarakat, pemerintah, dan *Stakeholders*;
5. Membangun lingkungan kerja Perusahaan untuk mewujudkan perilaku profesional dan produktif melalui etika perilaku Insan Perusahaan;
6. Memberikan kepastian dan perlindungan kepada pemangku kepentingan dalam berhubungan dengan Perusahaan sehingga nilai Perusahaan meningkat, yang menjamin terwujudnya keberhasilan dan kesinambungan usaha Perusahaan dalam jangka panjang;
7. Memberikan pedoman dan arahan bagi Direksi, Dewan Komisaris, organ pendukung Dewan Komisaris, dan Karyawan selaku Insan Perusahaan mengenai perilaku yang patut dan wajib dilakukan, serta perilaku yang dilarang oleh Perusahaan;
8. Menciptakan lingkungan kerja yang menjunjung tinggi nilai-nilai moral dan etika sehingga meningkatkan kinerja dan produktivitas Direksi, Dewan Komisaris, organ pendukung Dewan Komisaris, dan Karyawan secara menyeluruh;
9. Menciptakan hubungan yang harmonis dengan menjadikan mitra kerja sebagai mitra strategis Perusahaan dalam menjalin kerja sama yang lebih efisien dan efektif yang dilandasi prinsip-prinsip persaingan usaha sehat dan Tata Kelola Perusahaan yang Baik; dan

CODE OF CONDUCT OBJECTIVES

Implementation of the Company's Code of Conduct has the following objectives:

1. Increase the confidence and certainty to shareholders that the Company is managed transparently, accountably, responsibly, independently, and fairly in accordance with the principles of Good Corporate Governance for the development and achievement of the level of profitability expected by shareholders while still considering the interests of the Company and Stakeholders;
2. Create a healthy and comfortable working atmosphere in the Company's internal environment obtained due to the clarity of the Company's attitude that will protect management and employees from pressure or manipulative behavior that may occur in the Company;
3. Encourage business activities in the Company to always pay attention to and apply the principles of healthy business competition to prevent violations of the law;
4. Encourage the Company's business activities to be more efficient and effective by paying attention to business ethics standards towards customers, the community, the government, and Stakeholders;
5. Build the Company's work environment to realize professional and productive behavior through the ethical behavior of the Company's Personnel;
6. Provide certainty and protection to stakeholders in dealing with the Company so that the Company's value increases, which guarantees the realization of the Company's success and sustainability in the long term;
7. Provide guidelines and directions for the Board of Directors, Board of Commissioners, supporting organs of the Board of Commissioners, and Employees as Company Personnel regarding appropriate and mandatory behavior, as well as behavior prohibited by the Company;
8. Create a work environment that upholds moral and ethical values so as to improve the performance and productivity of the Board of Directors, Board of Commissioners, supporting organs of the Board of Commissioners, and Employees as a whole;
9. Create harmonious relationships by making work partners strategic partners of the Company in establishing more efficient and effective cooperation based on the principles of healthy business competition and Good Corporate Governance; and

10. Menciptakan hubungan yang harmonis, sinergis, dan saling menguntungkan dengan Perusahaan, yang pada akhirnya akan menciptakan kesejahteraan ekonomi sosial bagi masyarakat dan pihak lain yang terkait.

POKOK-POKOK PEDOMAN PERILAKU ETIKA

Pedoman Perilaku Etika (*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.

A. Etika Usaha

Secara terperinci, etika usaha yang berlaku mengatur perilaku Perusahaan dengan:

1. 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.

2. Etika Perusahaan terkait Serikat Karyawan
   Direksi menjamin Serikat Karyawan untuk menyelesaikan keluhan-keluhan baik yang disampaikan secara langsung oleh anggota/ karyawan tanpa mengatasnamakan serikat karyawan kepada Perusahaan maupun melalui Serikat Karyawan, Serikat Karyawan menjamin tidak mencampuri Direksi dalam mengelola Perusahaan, kecuali yang menyangkut ketenagakerjaan atau yang berdampak pada ketenagakerjaan.

3. Etika Perusahaan kepada Pemegang Saham
   Hubungan yang dibangun Perusahaan dan Pemegang Saham dilandasi keinginan untuk berbuat yang terbaik dengan memperhatikan prinsip keterbukaan dan keadilan.

   Pemegang Saham Perusahaan mempunyai hak yang sama terhadap Perusahaan sesuai ketentuan yang berlaku; Memaksimalkan nilai Perusahaan bagi Pemegang Saham dengan tetap memperhatikan kepentingan *Stakeholders* lainnya; Menghormati dan menjamin bahwa hak-hak pemegang saham, sesuai dengan Anggaran Dasar Perusahaan, keputusan Rapat Umum Pemegang Saham (RUPS), dan peraturan lain yang berlaku,

10. Create harmonious, synergistic, and mutually beneficial relationships with the Company, which will ultimately create social economic welfare for the community and other related parties.

PRINCIPALS OF THE CODE OF CONDUCT

The Code of Conduct applied to the Company is binding and requires all levels of the Company, both management and employees, to comply with the applicable regulations.

A. Business Ethics

In detail, applicable business ethics regulate the Company's behavior towards:

1. 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.

2. Ethics of the Company towards Labor Union
   The Board of Directors guarantees that the Employee Union will resolve complaints submitted directly by members/employees without representing the employee union to the Company or through the Employee Union. The Employee Union guarantees that it will not interfere with the Board of Directors in managing the Company, except those concerning employment or those that have an impact on employment.

3. Ethics of the Company towards Shareholders:
   The relationship built by the Company and Shareholders is based on the desire to do the best by paying attention to the principles of openness and fairness.

   The Company's Shareholders have the same rights to the Company in accordance with applicable provisions; Maximizing the value of the Company for Shareholders while still considering the interests of other Stakeholders; Respecting and ensuring that the rights of shareholders, in accordance with the Company's Articles of Association, decisions of the General Meeting of Shareholders (GMS), and other applicable regulations.

4. 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, memastikan produk yang diperdagangkan oleh perusahaan sesuai dengan spesifikasi dalam kontrak dan telah melalui penerapan sistem manajemen mutu dan lingkungan serta sesuai dengan ketentuan yang berlaku;

5. Etika Perusahaan kepada Penyedia Barang dan Jasa
   Hubungan Perusahaan dengan vendor dilandasi prinsip saling percaya, sikap profesionalisme, kesetaraan dan saling menghormati untuk berbuat yang terbaik dengan memperhatikan prinsip keterbukaan dan keadilan yang didasari sikap profesionalisme, kesetaraan, kepercayaan, dan saling menghormati.

   Penetapan vendor bagi Perusahaan dilakukan melalui proses seleksi yang transparan dan adil; Melaksanakan pengadaan barang dan jasa secara transparan dengan memilih vendor yang memenuhi persyaratan sesuai dengan ketentuan yang berlaku; Memberikan kesempatan yang sama pada semua vendor dan calon vendor dan lain sebagainya.

6. Etika Perusahaan kepada Pemerintah
   Hubungan Perusahaan dengan Pemerintah sebagai regulator dilandasi oleh keinginan untuk memelihara hubungan baik dan komunikasi efektif berlandaskan etika dan moral. Mematuhi peraturan perundang-undangan yang terkait dengan bisnis Perusahaan baik oleh pemerintah pusat maupun pemerintah daerah, mendukung program yang dicanangkan Pemerintah sesuai dengan kebijakan Perusahaan, membangun kerja sama dengan pihak lain yang sejalan dengan ketentuan dan kepentingan negara, membantu program pemerintah terkait dengan tanggung jawab sosial dan lingkungan Perusahaan.

7. Etika Perusahaan kepada Masyarakat
   Beberapa perilaku yang dikembangkan dalam berinteraksi dengan masyarakat, antara lain:
   Berupaya secara maksimal untuk memberikan manfaat bagi masyarakat di sekitar Perusahaan;

4. Ethics of the Company towards Customers
   The Company's relationship with customers is based on the desire to provide the best service, through the implementation of an attitude of honesty and mutual respect, cooperation and fairness, ensuring that the products traded by the company are in accordance with the specifications in the contract and have undergone the implementation of a quality and environmental management system and are in accordance with applicable provisions;

5. Ethics of Company towards Suppliers of Goods and Services
   The Company's relationship with vendors is based on the principles of mutual trust, professionalism, equality and mutual respect to do the best by paying attention to the principles of openness and fairness based on professionalism, equality, trust and mutual respect.

   Vendor determination for the Company is carried out through a transparent and fair selection process; Carrying out procurement of goods and services transparently by selecting vendors who meet the requirements in accordance with applicable provisions; Providing equal opportunities to all vendors and prospective vendors and so on.

6. Ethics of the Company towards the Government
   The Company's relationship with the Government as a regulator is based on the desire to maintain good relations and effective communication based on ethics and morals. Comply with laws and regulations related to the Company's business both by the central government and local governments, support programs initiated by the Government in accordance with the Company's policies, build cooperation with other parties in line with the provisions and interests of the state, assist government programs related to the Company's social and environmental responsibilities.

7. Ethics of the Company towards the Public
   Several behaviors developed in interacting with the communities include the following:
   Make maximum efforts to provide benefits to the community around the Company; Build and foster

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.

harmonious relationships with the surrounding community, uphold and respect positive values and culture adopted by the surrounding community; maintain a clean and healthy environment around the Company, support local community social activities that have benefits, both directly and indirectly for the Company, run social programs that involve the surrounding community and provide mechanisms and media for communication with the community.

8. 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 perusahaan maupun pihak lain, tidak mendiskreditkan pesaing dalam kegiatan pemasaran, promosi dan periklanan, memperoleh informasi mengenai pesaing dengan tidak melanggar peraturan perundang-undangan yang berlaku serta memastikan hubungan dengan pesaing yang dijalankan sesuai ketentuan perundang-undangan yang berlaku yaitu terkait larangan praktik monopoli dan persaingan usaha tidak sehat.

8. Ethics of the Company towards Competitors
   Some behaviors that are developed in interacting with competitors include: Not carrying out business practices that violate competition laws, not cooperating with competitors that can harm the company or other parties, not discrediting competitors in marketing, promotion and advertising activities, obtaining information about competitors without violating applicable laws and regulations and ensuring that relationships with competitors are carried out in accordance with applicable laws and regulations, namely regarding the prohibition of monopolistic practices and unfair business competition.

9. Etika Perusahaan kepada Asosiasi Semen Indonesia

   Beberapa perilaku yang dikembangkan dalam berinteraksi dengan Asosiasi Semen Indonesia, antara lain: Mematuhi kode etik yang dikeluarkan asosiasi, Mendorong Asosiasi dapat menerapkan prinsip-prinsip anti monopoli dan persaingan usaha sehat sesuai peraturan perundang-undangan yang berlaku, menjalin kerja sama antar anggota asosiasi yang saling menguntungkan dengan tetap mengutamakan kepentingan pelanggan.

9. Ethics of the Company towards the Indonesian Cement Association
   Some of the behaviors developed in interacting with the Indonesian Cement Association include: Complying with the code of ethics issued by the association, Encouraging the Association to implement anti-monopoly principles and healthy business competition in accordance with applicable laws and regulations, establishing mutually beneficial cooperation between association members while prioritizing customer interests.

10. Etika Perusahaan kepada Kreditur
    Beberapa perilaku yang dikembangkan dalam berinteraksi dengan kreditur, antara lain: Menjaga hubungan baik dengan kreditur untuk pengembangan usaha dan peningkatan nilai tambah Perusahaan sesuai dengan ketentuan peraturan perundang-undangan

10. Ethics of the Company towards Creditors
    Some behaviors developed in interacting with creditors include: Maintaining good relations with creditors for business development and increasing the Company's added value in accordance with the provisions of applicable laws and regulations;

yang berlaku; 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.

Providing actual and prospective information for prospective creditors, choosing creditors who have credibility and bona fides that can be accounted for and are free from corruption, collusion and nepotism (KKN) by prioritizing the principles of prudence, selectivity, competitiveness and fairness, receiving capital loans that are bound by valid, balanced and mutually beneficial agreements and still prioritizing the principle of fairness, providing open information about the use of funds to increase creditor trust, exploring business opportunities with creditors to increase the Company's growth.

11. Etika Perusahaan kepada Investor
Hubungan Perusahaan dengan Investor dilandasi oleh asas kepatutan, kewajaran, keterbukaan, kepercayaan. Mengedepankan kepentingan bisnis dan peningkatan nilai tambah bagi perusahaan; menyediakan informasi yang aktual dan prospektif bagi investor dan calon investor sesuai dengan kebutuhan informasi dan sesuai dengan ketentuan yang berlaku; setiap pelaporan, pernyataan, dan pengungkapan informasi kepada Investor harus transparan, jelas, akurat, konsisten, lengkap serta tidak mengandung hal-hal yang dapat disalahtafsirkan; mengusahakan jaminan keamanan investasi kepada investor; menciptakan suasana kondusif yang membuat investor memiliki kepercayaan tinggi terhadap Perusahaan.

11. Ethics of the Company towards Investors
The Company's relationship with Investors is based on the principles of propriety, fairness, openness, and trust. Prioritizing business interests and increasing added value for the company; providing actual and prospective information for investors and potential investors in accordance with information needs and in accordance with applicable provisions; every report, statement, and disclosure of information to Investors must be transparent, clear, accurate, consistent, complete and not contain anything that can be misinterpreted; striving to guarantee investment security for investors; creating a conducive atmosphere that makes investors have high trust in the Company.

B. Etika Kerja

Etika kerja Perusahaan mengatur etika, antara lain:

1. Integritas dan Komitmen Insan Perusahaan
Segenap Insan Perusahaan baik secara individu maupun kelompok memegang teguh kejujuran, tata krama, etika pergaulan, dan etika bisnis dalam melakukan aktivitas bisnis sehari-hari kepada pihak internal maupun eksternal Perusahaan.

2. 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. Work Ethics

The work ethics of the Company regulate certain conduct, including the following:

1. Integrity and Commitment of Company Personnel
All Company Personnel, both individually and in groups, uphold honesty, manners, social ethics, and business ethics in carrying out daily business activities to internal and external parties of the Company.

2. Superior Behavior
A superior is a leader and/or employee of the Company who is given the authority to lead other employees in the Company. In work ethics, there are prohibited superior behaviors and permitted behaviors.

3. 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.

4. 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.

5. Lingkungan Kerja yang bebas dari diskriminasi, pelecehan, kekerasan, radikalisme, terorisme dan keterlibatan dalam organisasi terlarang.
   Insan Perusahaan bertanggung jawab dalam menciptakan lingkungan kerja yang bebas dari diskriminasi, pelecehan, kekerasan, radikalisme, terorisme (termasuk pendanaan terorisme), maupun terlibat dalam organisasi terlarang.
6. Kesempatan Kerja yang Adil dan Setara
   Seluruh Insan Perusahaan berhak mendapatkan kesempatan kerja yang adil dan setara sesuai dengan fungsi serta tugasnya kepada seluruh Insan Perusahaan. Untuk itu Perusahaan berkomitmen menciptakan kesempatan kerja yang adil, termasuk di dalamnya larangan terhadap segala bentuk diskriminasi dan disorientasi serta memberikan kesempatan yang sama dan perlakuan yang adil kepada seluruh Insan Perusahaan.

C. Etika terhadap Hal-hal Khusus

Selain itu, etika perilaku dalam lingkungan PT Semen Baturaja Tbk juga mengatur hal-hal khusus, meliputi adanya:

1. Kepatuhan Terhadap Hukum dan Peraturan Perundang-Undangan;
2. Benturan Kepentingan;
3. Korupsi, Kolusi dan Nepotisme (KKN) dan Suap;
4. Gratifikasi;
5. Jamuan Bisnis;
6. Pencatatan;
7. Keterbukaan dan Kerahasiaan Informasi;
8. Aktivitas Politik dan Sosial;

3. Subordinate Behavior
   A subordinate is a person who works under the supervision of another person and is responsible for carrying out the superior's orders in accordance with the Company's goals, in work ethics there are prohibited subordinate behaviors and permitted behaviors.
4. Behavior of Fellow Company Employees
   Every Company employee is an individual who is interrelated with contributions in efforts to achieve the Company's goals in accordance with the roles and responsibilities set out in work ethics, in work ethics there are prohibited employee behaviors and permitted behaviors.

5. A work environment free from discrimination, harassment, violence, radicalism, terrorism and involvement in prohibited organizations.
   Company Personnel are responsible for creating a work environment that is free from discrimination, harassment, violence, radicalism, terrorism (including terrorism funding), or involvement in prohibited organizations.
6. Fair and Equal Employment Opportunities
   All Company Personnel have the right to receive fair and equal employment opportunities in accordance with their functions and duties to all Company Personnel. For this reason, the Company is committed to creating fair employment opportunities, including a prohibition on all forms of discrimination and disorientation and providing equal opportunities and fair treatment to all Company Personnel.

C. Ethics regarding Specific Matters

In addition, the ethics of behavior within the PT Semen Baturaja Tbk environment also regulates specific matters, including:

1. Compliance with Laws and Regulations;
2. Conflict of Interest;
3. Corruption, Collusion and Nepotism (KKN) and Bribery;
4. Gratuity;
5. Business Reception;
6. Recording;
7. Transparency and Confidentiality of Information;
8. Political and Social Activities;

9. Minuman Keras, Narkotika, Obat Terlarang dan Perjudian;
10. Penggunaan, Pengawasan Dan Perlindungan Aset Perusahaan;
11. Perilaku Rapat;
12. Tanggung Jawab Terhadap Lingkungan Serta Pemberian Donasi/Sumbangan;
13. Penggunaan Media Komunikasi Elektronik dan Media Sosial;
14. Keselamatan dan Kesehatan & Lingkungan;
15. Hak Atas Kekayaan Intelektual (HAKI);
16. Citra Perusahaan.

9. Alcoholic Beverages, Narcotics, Illegal Drugs and Gambling;
10. Usage, Supervision and Protection of Company Assets;
11. Meeting Behavior;
12. Responsibility for the Environment and Provision of Donations/Contributions;
13. Use of Electronic Communication Media and Social Media;
14. Safety and Health & Environment;
15. Intellectual Property Rights (IPR);
16. Corporate Image.

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, maka seluruh Insan Semen Baturaja wajib menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku Etika.

Penandatanganan Pernyataan Kepatuhan Pedoman Perilaku Etika ini merupakan bentuk pernyataan bahwa kode etik Perusahaan berlaku bagi Dewan Komisaris, Direksi dan karyawan. Di tahun 2024, sebanyak 4 (empat) Dewan Komisaris, 3 (tiga) Direksi, 854 karyawan dan mitra usaha telah menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku Etika.

CODE OF CONDUCT ENFORCEMENT TO THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND EMPLOYEES OF THE COMPANY

In ensuring that all Company organs are committed to building healthy business ethics and culture and building understanding, concern, and commitment in all levels of the Company, all Semen Baturaja Personnel are required to sign a statement of compliance with the Code of Conduct.

The signing of this Statement of Compliance with the Code of Conduct is a form of statement that the Company's code of conduct applies to the Board of Commissioners, Directors and employees. In 2024, 4 (four) Board of Commissioners, 3 (three) Directors, 854 employees and business partners have signed a statement of compliance with the Code of Conduct.

SOSIALISASI PEDOMAN ETIKA PERUSAHAAN

Untuk memberikan pemahaman secara komprehensif, Perusahaan telah menyebarluaskan Pedoman Perilaku Etika (*Code of Conduct*) kepada seluruh pemangku kepentingan di semua tingkatan secara berkala.

Per 31 Desember 2024, Perusahaan telah mempublikasikan Pedoman Perilaku Etika (*Code of Conduct*) melalui email blasting dan website Perusahaan di www.semenbaturaja.co.id yang bisa diakses oleh pihak internal maupun eksternal.

CODE OF CONDUCT DISSEMINATION

To provide a comprehensive understanding, the Company has disseminated the Code of Conduct to all stakeholders at all levels on a regular basis.

As of December 31, 2024, the Company has published the Code of Conduct via email blasting and the Company's website at www.semenbaturaja.co.id which can be accessed by both internal and external parties.

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

ENFORCEMENT OF BUSINESS ETHICS AND WORK ETHICS

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,

tindakan indisipliner sesuai dengan peraturan Perseroan. Pelaksanaan pengawasan terhadap jalannya kode etik ini menjadi tanggung jawab setiap atasan.

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 dan karyawati PT Semen Baturaja Tbk yang terbukti melakukan pelanggaran akan menerima sanksi atau bentuk disiplin lainnya sesuai dengan peraturan yang telah ditetapkan dalam Perjanjian Kerja Bersama (PKB). Bentuk sanksi tersebut berupa:

1. Teguran Lisan;
2. Surat Peringatan I;
3. Surat Peringatan II;
4. Surat Peringatan III;
5. Pemutusan Hubungan Kerja (PHK).

Sedangkan pemberian sanksi terhadap anggota Direksi atau Dewan Komisaris yang melakukan pelanggaran terhadap Pedoman Perilaku Etika menjadi kewenangan RUPS sesuai dengan peraturan yang berlaku. Adapun pelanggaran Pedoman Perilaku Etika yang dilakukan oleh mitra kerja Perusahaan, sanksi diberikan sesuai dengan kontrak, peraturan perundang-undangan dan keputusan Perusahaan.

SANCTIONS FOR CODE OF CONDUCT VIOLATION

In the event that an employee of PT Semen Baturaja Tbk 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. Termination of Employment (PHK)

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

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 of Corporate Secretary
PT Semen Baturaja Tbk
Jl. Abikusno Cokrosuyoso, Kertapati, Palembang,
Sumatera Selatan 30258

Adapun, penanganan dan pelanggaran kode etik di Perusahaan dilakukan oleh Department of HC & GRC. Di tahun 2024, terdapat 4 (empat) Pelanggaran Kategori Ringan dengan rincian sebagai berikut:

NUMBER OF CODE OF CONDUCT VIOLATION REPORTS

Implementing and enforcing ethical business practices, the Company regulates Whistleblowing facility in the code of conduct, which involves both the management and employees of the Company provided through:

- Website: wbs.semenbaturaja.co.id
- Email: wbs.smbr@sig.id

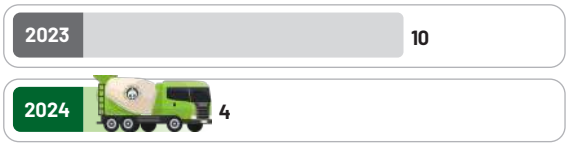
Letter by writing the WBS code on the outside of the envelope addressed to:

VP of Corporate Secretary
PT Semen Baturaja Tbk
Jl. Abikusno Cokrosuyoso, Kertapati, Palembang,
South Sumatera 30258

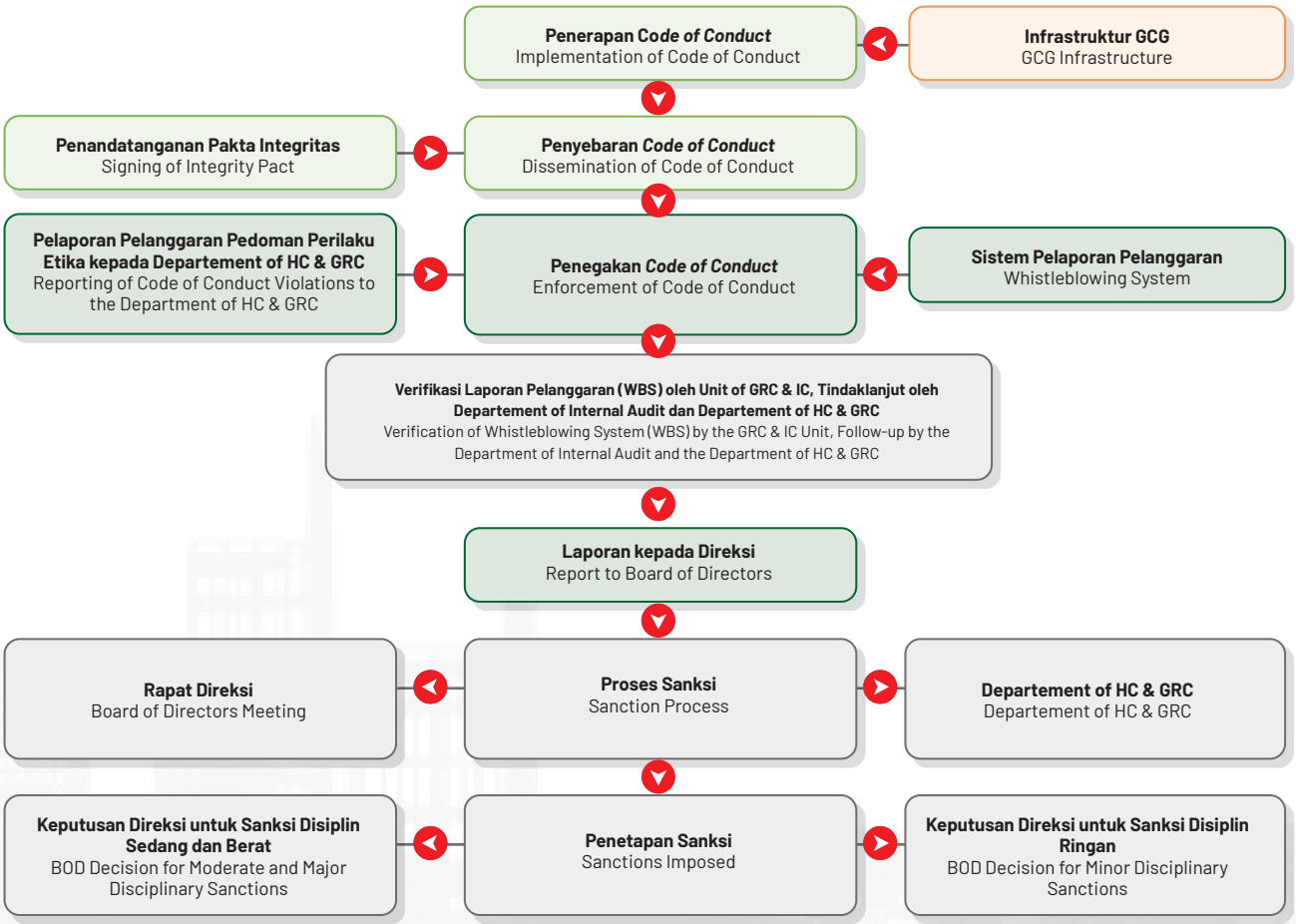
Meanwhile, the handling and violation of the code of ethics in the Company is carried out by the Department of HC & GRC. In 2024, there were 4 (four) Minor Category Violations with the following details:

Jenis Sanksi / *Type of Sanction*	Jumlah / *Total*	Bentuk Pelanggaran / *Type of Violations*
Teguran Lisan I / Verbal Warning I	2 Orang / People	Pelanggaran Kategori Ringan / Minor Violations
Teguran Lisan II / Verbal Warning II	-	-
Surat Peringatan I / Warning Slip I	2 Orang / People	Pelanggaran Kategori Ringan / Minor Violations
Surat Peringatan II / Warning Slip II	-	-
Surat Peringatan III / Warning Slip III	-	-
Pemutusan Hubungan Kerja / Termination of Employment		
Jumlah / Total	**4 Orang / People**	

Tren Pelanggaran Kode Etik 2023-2024 /
Trends in Code of Conduct Violations in 2023-2024



Bagan Penyebaran dan Penegakan Etika Perilaku Perusahaan
Scheme of Distribution and Enforcement of Code of Conduct



SISTEM PELAPORAN PELANGGARAN

Untuk mendukung komitmen dalam mendukung penerapan Tata Kelola Perusahaan yang Baik. Perusahaan adalah dengan menyediakan sistem yang mengatur tata cara pengaduan dan pengungkapan pelanggaran atau dikenal dengan *Whistleblowing System* (WBS).

Dalam menjalankan Sistem Pelaporan Pelanggaran/WBS, Perusahaan berpedoman pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara Pasal 45 ayat 2 yang mengatur bahwa dalam menyelenggarakan WBS, Perusahaan memiliki pedoman pengaduan pelanggaran yang dapat digunakan untuk mendorong diadukannya perilaku yang melanggar ketentuan peraturan perundang-undangan atau tidak etis, yang di dalamnya mencakup juga suatu pedoman tentang bagaimana korporasi melindungi pengadu yang beritikad baik.

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
- Email : 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 of Corporate Secretary
PT Semen Baturaja Tbk
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang, Sumatera Selatan 30258

MEKANISME PELAPORAN PELANGGARAN

Perusahaan telah menetapkan mekanisme pelaporan WBS dalam SOP Pelaporan Pelanggaran/*Whistleblowing System* Nomor : P/SMBR/GRC/001.

Adapun prosedur penanganan laporan dugaan pelanggaran digambarkan dalam alur berikut ini:

WHISTLEBLOWING SYSTEM

To support the commitment in supporting the Good Corporate Governance implementation, the Company provides a system that regulates the procedures for complaints and disclosure of violations or known as the Whistleblowing System (WBS).

In implementing the Whistleblowing System/WBS, the Company refers to Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 45 paragraph 2 which regulates that in carrying out WBS, the Company has guidelines for complaints of violations which can be used to encourage complaints about behavior that violates the provisions of the laws and regulations. invitation or unethical, which also includes a guideline on how the corporation protects complainants who have good intentions.

WHISTLEBLOWING SYSTEM REPORT SUBMISSION

All Semen Baturaja Personnel and external parties can submit reports of violations that occur in the Company. The report can be submitted through:

- Website : wbs.semenbaturaja.co.id
- Email : wbs.smbr@sig.id

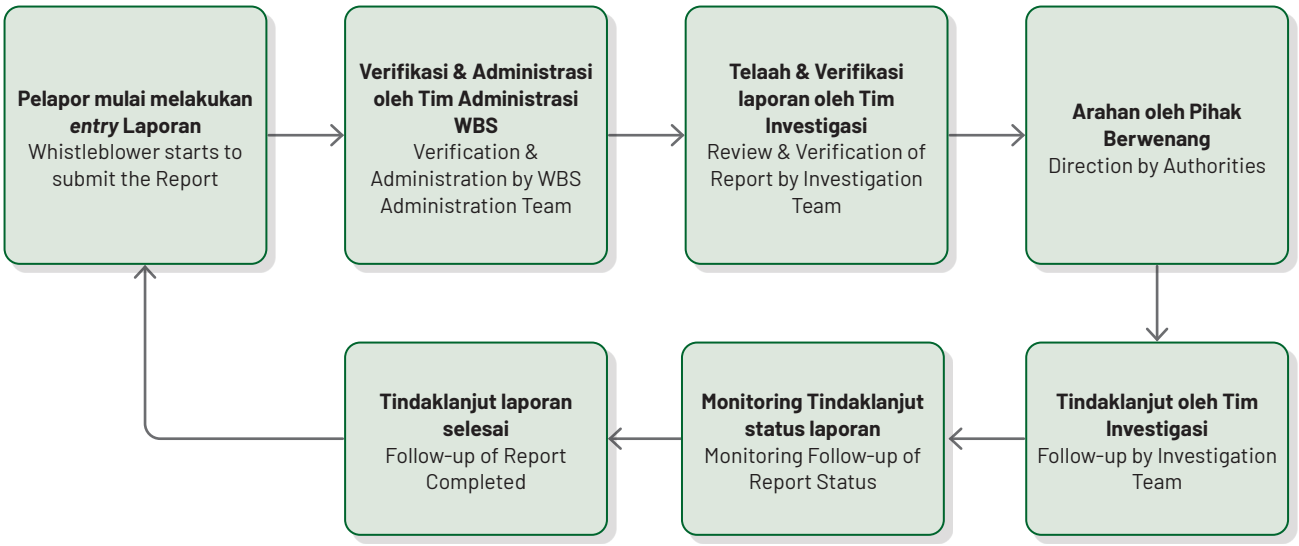
In addition, reports can be sent in the form of a letter by writing the WBS code on the outside of the envelope addressed to:

VP of Corporate Secretary
PT Semen Baturaja Tbk
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang, South Sumatera 30258

WHISTLEBLOWING SYSTEM REPORTING MECHANISM

The Company has established a WBS reporting mechanism in the SOP for Violation Reporting/Whistleblowing System Number: P/SMBR/GRC/001.

The following flow describes the procedure for handling reports of alleged violations:



UNSUR-UNSUR PELAPORAN PELANGGARAN

Dalam melaporkan pelanggaran/*whistleblowing system*, pelapor wajib memenuhi beberapa kriteria yang berpedoman pada 4W1H (*what, who, where, when, how*) agar laporan dapat dipertanggungjawabkan yaitu :

1. Setiap pelapor dapat memberikan identitas berupa nama (diperbolehkan anonim)
2. Pelapor memberikan nomor telepon/email atau media sosial yang dipergunakan untuk berkomunikasi.
3. Pelapor harus melampirkan bukti pendukung baik berupa data, dokumen, rekaman, atau gambar yang memuat indikasi awal

JENIS-JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Whistleblowing System (WBS) menindaklanjuti pelanggaran-pelanggaran yang berkaitan dengan:

1. Korupsi;
2. Suap;
3. Gratifikasi;
4. Benturan Kepentingan;
5. Pencurian;
6. Kecurangan;
7. Pelanggaran Hukum dan Peraturan Perusahaan;
8. Pelanggaran Kode Etik;
9. Pembocoran Rahasia;
10. Pelanggaran Akuntansi dan Pelaporan Keuangan Perusahaan.

WHISTLEBLOWING SYSTEM COMPONENTS

In the Whistleblowing System, there are several criteria that must be met by the Whistleblower based on the 4W1H (what, who, where, when, how) principle to ensure that the report can be accounted for,

1. Each Whistleblower can choose to provide their identity in the form of name (which can be anonymous).
2. The Whistleblower provides a contact number/email address or social media account for communication purposes.
3. The Whistleblower must attach supporting evidence such as data, documents, recordings, or pictures that provide initial indications of the violation.

VIOLATIONS THAT CAN BE REPORTED

The Whistleblowing System (WBS) follows up on violations related to:

1. Corruption;
2. Bribery;
3. Gratuity;
4. Conflict of Interest;
5. Theft;
6. Fraud;
7. Violation of Law and Company Regulations;
8. Violation of Code of Conduct;
9. Breach of Confidentiality;
10. Violation of Company Accounting and Financial Reporting

PERLINDUNGAN BAGI PELAPOR

Identitas pelapor pelanggaran *whistleblowing system* akan dijamin kerahasiaannya dan dilindungi oleh Perusahaan. Hal ini di jelaskan dalam Prosedur Pelaporan Pelanggaran/ *Whistleblowing*

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 manapun.
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.
5. Perusahaan menjamin bahwa dalam melakukan proses atas setiap pelaporan dan pengaduan senantiasa mengedepankan kerahasiaan, asas praduga tidak bersalah dengan cara yang profesional.
6. Perlindungan ini juga berlaku bagi pekerja Perusahaan yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait pengaduan.
7. Perusahaan berkomitmen menindaklanjuti setiap laporan dugaan atas pelanggaran yang disampaikan baik oleh pihak internal maupun eksternal Perusahaan.
8. Identitas pelapor diperbolehkan *anonym* sebagai bentuk jaminan kerahasiaan dan perlindungan.

WHISTLEBLOWER PROTECTION

The identity of the Whistleblower will be kept confidential and protected by the Company. This is explained in the Violation Reporting/Whistleblowing Procedure.

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. 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.
8. The Whistleblower's identity is allowed to be anonymous as a form of guarantee of confidentiality and protection.

PIHAK YANG MENGELOLA PENGADUAN

Pelaksanaan Sistem Pelaporan Pelanggaran/*Whistleblowing System* berada di bawah tanggung jawab Direksi sedangkan pengawasan atas pelaksanaan Sistem pelaporan pelanggaran/*whistleblowing system* menjadi tanggungjawab Dewan Komisaris.

Pengelola WBS terdiri dari 2 (dua) tim yaitu :

1. Tim Administrasi WBS yaitu unit yang menerima pelaporan pelanggaran, menyeleksi laporan pelanggaran untuk diproses lebih lanjut oleh unit investigasi. Selain menyeleksi administrasi pelaporan pelanggaran yang masuk, yang dalam proses dan yang telah selesai ditindaklanjuti, tim ini juga menjaga pelaksanaan program perlindungan pelapor sesuai dengan kebijakan yang telah dicanangkan, terutama aspek kerahasiaan dan jaminan keamanan pelapor. Tim administrasi WBS dilaksanakan oleh *Department of Corporate Secretary*.
2. Tim Investigasi yaitu unit yang bertugas untuk melakukan investigasi lebih lanjut terhadap substansi pelanggaran yang dilaporkan. Tujuannya adalah mencari dan mengumpulkan bukti-bukti yang diperlukan guna memastikan bahwa memang telah terjadi pelanggaran. Dalam hal terdapat bukti-bukti yang memadai, maka rekomendasi sanksi terhadap pelanggaran yang dilakukan diberikan oleh Direksi/Dewan Komisaris/ Pemegang Saham sesuai dengan peraturan perundangan yang berlaku. Akan tetapi bila tidak ditemukan bukti-bukti yang mencukupi maka proses investigasi dihentikan dan laporan pelanggaran tidak dilanjutkan. Tim investigasi ini dilaksanakan oleh *Department of Internal Audit*. Tim Investigasi dapat bekerja sama dengan *Eksternal Investigator* jika substansi pengaduan terkait dengan citra/reputasi Perusahaan dan/atau menimbulkan kerugian yang besar.

PARTY IN CHARGE OF WBS

The implementation of the Whistleblowing System is under the responsibility of the Board of Directors, while supervision of the implementation of the Whistleblowing System is the responsibility of the Board of Commissioners.

WBS management consists of 2 (two) teams:

1. WBS Administration Team, namely the unit that receives and selects violation reports for further processing by the investigation unit. In addition to selecting the administration of incoming violation reports, those in process, and those that have been followed up, this team also maintains the whistleblower protection program implementation following the set policies, especially the confidentiality aspects and security guarantees for the whistleblower. The WBS administration team is implemented by Department of Corporate Secretary.
2. Investigation Team, namely the unit tasked with conducting further investigations into the substance of the reported violations. The goal is to find and collect the necessary evidence to ensure that a violation has indeed occurred. If there is sufficient evidence, the recommendation for sanctions against the violations committed is given by the Board of Directors/Board of Commissioners/Shareholders in accordance with applicable laws and regulations. However, if no sufficient evidence is found, the investigation process is stopped and the violation report is not continued. This investigation team is implemented by Department of Internal Audit. The Investigation Team can work with External Investigators if the substance of the complaint is related to the Company's image/reputation and/or causes major losses.

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.

COMPLAINT HANDLING

Handling of WBS reports goes through the following mechanism:

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 Personel di Anak Perusahaan, laporan akan diserahkan kepada Direktur Utama dan diteruskan kepada Direktur Anak Perusahaan untuk ditindaklanjuti sesuai dengan peraturan yang berlaku di Anak Perusahaan.
6. Jika Laporan Pelanggaran dilakukan oleh Tim Administrasi WBS, maka laporan pelanggaran tersebut diserahkan langsung kepada Direktur Utama. Pelaporan yang diterima oleh Unit Administrasi WBS segera ditentukan apakah dapat ditindaklanjuti sesuai informasi yang valid atau tidak ditindaklanjuti karena informasi yang diterima tidak mempunyai kriteria valid.
7. Tim Investigasi melakukan proses tindak lanjut dan *monitoring* tindak lanjut Laporan Pengaduan Pelanggaran dan menginformasikan kepada Tim Administrasi WBS untuk penyelesaian status laporan pada Media Laporan WBS.

2. If the Whistleblowing pertains 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 pertains 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 2024

Di tahun 2024, Perusahaan menerima 4 laporan dugaan pelanggaran yang disampaikan melalui email wbs.smbr@sig.id. dan telah ditindaklanjuti sesuai dengan ketentuan yang diatur dalam Prosedur Pelaporan Pelanggaran/ *Whistleblowing System*.

NUMBER OF ALLEGED VIOLATION REPORTS IN 2024

In 2024, the Company received 4 reports of alleged violations submitted via email to wbs.smbr@sig.id. and have been followed up in accordance with the provisions stipulated in the Violation Reporting Procedure/Whistleblowing System.

Status	2024	Keterangan / *Description*
Laporan dalam Proses / Reports in Progress	1	Laporan saat ini masih dalam tahap investigasi oleh Dept Internal Audit. / The report is currently under investigation by Department of Internal Audit.
Laporan yang Selesai Ditindaklanjuti / Reports that Have Been Followed up	1	Laporan merupakan permasalahan individu yang telah diselesaikan, bukan terkait Perusahaan. / The report is an already resolved individual issue, not related to the Company.
Laporan Tidak ditindaklanjuti / Reports Not Followed up	2	Laporan tidak memenuhi kriteria syarat dalam mekanisme pelaporan pelanggaran dan tidak ada informasi lebih lanjut dari pelapor sampai dengan akhir tahun 2024 / The report does not meet the criteria for the violation reporting mechanism and there is no further information from the whistleblower until the end of 2024.
Jumlah / Total	**4**	

Perbandingan jumlah laporan WBS /
Comparison of the number of WBS reports



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 2024, Perusahaan secara berkala melakukan sosialisasi terkait pelaporan pelanggaran/*Whistleblowing System* kepada pihak internal dan eksternal Perusahaan. Sosialisasi WBS ini dilakukan melalui pemasangan stiker/banner/poster, *email*, aplikasi *Easy Access*, aplikasi *Knowledge Management*, media massa, media sosial serta *website* Perusahaan. Sosialisasi 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.

LAPORAN HARTA KEKAYAAN PENYELENGGARAAN NEGARA (LHKPN)

Implementasi tata kelola yang baik diwujudkan dalam bentuk komitmen mencegah praktik korupsi yang diwujudkan melalui penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). LHKPN ini merupakan program Pemerintah dalam mewujudkan Pemerintahan yang bersih, termasuk di

SANCTIONS FOR REPORTED PARTIES

Reported individuals who are found to have committed a violation will be subject to sanctions as defined in the Company's policies.

WHISTLEBLOWING SYSTEM DISSEMINATION

In 2024, the Company regularly held internal outreach related to reporting violations/Whistleblowing System to the Company's internal and external parties. This WBS dissemination is conducted through the installation of stickers/banners/posters, email, the Easy Access application, the Knowledge Management application, mass media, social media, and the Company's website. Dissemination is carried out to promote the Good Corporate Governance dissemination, enhance understanding of the mechanism of the violation reporting system in the Company, and improve the effectiveness of the Whistleblowing System implementation.

STATE OFFICIAL WEALTH REPORT (LHKPN)

GCG implementation is manifested, among others, through commitment to preventing corrupt practices with the submission of the State Official Wealth Report (LHKPN), a government program in realizing a clean government, including in the State-Owned Enterprises (SOE). As a SOE

lingkungan Badan Usaha Milik Negara (BUMN). Sebagai anak perusahaan BUMN yang senantiasa patuh terhadap peraturan yang ada, Perusahaan mengatur pengelolaan LHKPN di lingkungan Perusahaan.

subsidiary that adheres to all applicable regulations, the Company has established guidelines for managing LHKPN within the organization.

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).

Lebih lanjut, mengacu pada dasar hukum dan Peraturan mengenai penyampaian LHKPN, yaitu 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.

Dalam implementasinya, 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.01.04/068/2022 tanggal 15 Agustus 2022 tentang Kewajiban Penyampaian LHKPN Karyawan PT Semen Baturaja Tbk.

LEGAL BASIS OF LHKPN SUBMISSION

Pursuant to Circular of the Minister of SOEs No. SE-12/MBU/10/2021 on Obligation to Submit State Officials' Wealth Reports (LHKPN) for Officials within SOEs and in realizing a SOE that is Free from Corruption, Collusion, Nepotism (KKN) and abuse of authority, every state official in the SOEs must report their assets in the form of LHKPN to the Corruption Eradication Commission (KPK).

The Company also abides by the legal basis and regulations pertaining to the submission of LHKPN, which include Corruption Eradication Commission Regulation No. 7 of 2016 on Procedures for Registration, Announcement and Inspection of State Officials Wealth, as most recently amended by Corruption Eradication Commission Regulation No. 2 of 2020 on Amendments to Corruption Eradication Commission Regulation No. 7 of 2016 on Procedures for Registration, Announcement and Inspection of State Officials Wealth;

In this regard, the Company has prepared Guidelines for Submission of Asset Report for Officials at PT Semen Baturaja Tbk which was last amended in Board of Directors Decree No. PH.01.04/068/2022 dated August 15, 2022 on LHKPN Mandatory Submission for Employees of PT Semen Baturaja Tbk.

PEJABAT YANG DIWAJIBKAN MENYAMPAIKAN LHKPN

Berdasarkan Surat Keputusan Direksi No. PH.01.04/068/2022 tanggal 15 Agustus 2022 tentang Kewajiban Penyampaian LHKPN Karyawan PT Semen Baturaja Tbk, maka:

Pejabat yang diwajibkan untuk menyampaikan LHKPN adalah sebagai berikut:

a. Dewan Komisaris;
b. Direksi;
c. BOD-1;
d. BOD-2;

OFFICIALS REQUIRED TO SUBMIT LHKPN

Referring to Board of Directors Decree No. PH.01.04/068/2022 dated August 15, 2022 on Obligation to Submit LHKPN of PT Semen Baturaja Tbk Employees:

Officials who are required to submit LHKPN are as follows:

a. Board of Commissioners;
b. Board of Directors;
c. BOD-1;
d. BOD-2;

e. BOD-3 (yang mendapatkan penugasan sebagai ketua tim, ketua proyek, atau posisi sejenis yang memiliki kewenangan untuk pengelolaan anggaran atau wewenang penandatanganan PO/Kontrak).

e. BOD-3 (assigned as team leader, project leader, or similar position that has the authority to manage the budget or the authority to sign PO/Contracts).

UNIT PENGELOLAAN LHKPN

Unit pengelolaan LHKPN di lingkungan Perusahaan dilakukan oleh Unit Pengelolaan LHKPN di PT Semen Baturaja Tbk dengan susunan sebagai berikut:

1. **Koordinator**
   Senior Manager of HC Operation (Department of Human Capital & GRC)
2. **Anggota**
   Manager of Recruitment & Industrial Relation (Department of Human Capital & GRC)

LHKPN MANAGEMENT UNIT

LHKPN management at the Company is carried out by the LHKPN Management Unit of PT Semen Baturaja Tbk with the following composition:

1. **Coordinator**
   Senior Manager of HR Operations (Department of Human Resources & General Affairs)
2. **Member**
   Manager of Recruitment & Industrial Relations (Department of Human Resources & General Affairs)

KETENTUAN PENYAMPAIAN LHKPN

Ketentuan penyampaian LHKPN diatur dalam Surat Edaran Nomor: SE-12/MBU/10/2021 tentang Kewajiban Penyampaian Laporan harta Kekayaan Penyelenggara Negara (LHKPN) bagi Pejabat di Lingkungan Badan Usaha Milik Negara. Penyampaian LHKPN kepada KPK wajib dilakukan oleh Pejabat Perusahaan di antaranya:

a. Dewan Komisaris/Dewan Pengawas BUMN;
b. Direksi BUMN;
c. Pejabat satu tingkat di bawah Direksi;

LHKPN SUBMISSION REQUIREMENTS

LHKPN submission is regulated in Board of Directors Decree No. PH.01.04/068/2022 dated August 15, 2022 on LHKPN Mandatory Submission for Employees of PT Semen Baturaja Tbk. The submission of LHKPN must adhere to the following guidelines:

a. Dewan Komisaris/Dewan Pengawas BUMN;
b. Direksi BUMN;
c. Pejabat satu tingkat di bawah Direksi;

REALISASI LHKPN 2024

Di tahun 2024, jumlah pejabat Perusahaan yang wajib menyampaikan LHKPN adalah sebagai berikut:

Tabel Realisasi Pelaporan LHKPN tahun 2024

LHKPN REALIZATION IN 2024

The number of Company officials who are required to submit LHKPN in 2024 is as follows:

Table of LHKPN Realization in 2024

Pejabat / *Official*	Jumlah Wajib Lapor / *Total Mandatory*	Telah Melaporkan / *Report Submitted*	
		Jumlah / *Total*	Persentase (%) / *Percentage (%)*
Dewan Komisaris / Board of Commissioners	4 orang / people	3 orang / people	100
Direksi / Board of Directors	3 orang / people	2 orang / people	100
BOD-1 (*Vice President*)	23 orang / people	15 orang / people	100
Anak Usaha & Afiliasi / Subsidiaries & Affiliations	30 orang / people	20 orang / people	100
Jumlah / Total	**30 orang / people**	**20 orang / people**	**100**

KEBIJAKAN ANTI KORUPSI

PROGRAM DAN PROSEDUR YANG DILAKUKAN DALAM MENGATASI PRAKTIK KORUPSI, BALAS JASA (*KICKBACKS*), FRAUD, SUAP DAN/ATAU GRATIFIKASI

Perusahaan senantiasa berkomitmen menjalankan praktik yang bisnis yang bersih dan bebas dari potensi korupsi dan suap serta mendukung upaya pencegahan dan pemberantasan korupsi. Upaya untuk mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi di lingkungan, Perusahaan telah menetapkan berbagai kebijakan dan pedoman, yaitu

- Kebijakan Anti Penyuapan
- Pedoman GCG
- Pedoman Perilaku
- Pedoman Pengendalian Gratifikasi.

Implementasi kebijakan ini bertujuan untuk menjaga dan meningkatkan kepercayaan stakeholders terhadap Perusahaan.

KOMITMEN TERHADAP PENCEGAHAN KORUPSI

Komitmen anti korupsi diwujudkan melalui penanda tanganan Surat Pernyataan Kepatuhan Pedoman Perilaku dan Pakta Integritas oleh pengurus, karyawan serta mitra kebijakan pendukung lainnya yaitu :

- SOP Uji Kelayakan
- SOP Pelaporan Pelanggaran/*Whistleblowing System*.

Perusahaan juga telah mengimplementasikan Sistem Manajemen Anti Penyuapan (SMAP) sesuai dengan standar SNI ISO 37001:2016 sebagai wujud penerapan tata kelola perusahaan yang baik. Langkah ini bertujuan untuk membangun lingkungan kerja yang bersih dari praktik penyuapan dan korupsi.

IDENTIFIKASI RISIKO DAN MITIGASI

Pada tahun 2024, dalam rangka mendukung penerapan manajemen risiko di Perusahaan, maka dilakukan identifikasi potensi risiko terkait korupsi, *fraud*, suap dan gratifikasi serta menyusun rencana mitigasi untuk mencegah risiko tersebut terjadi. *Monitoring* dan evaluasi atas risiko tersebut dilakukan secara berkala untuk memastikan efektivitas penerapannya.

ANTI-CORRUPTION POLICY

PROGRAMS AND PROCEDURES TO COMBAT CORRUPTION, KICKBACKS, FRAUD, BRIBERY, AND GRATUITY

The Company is committed to maintaining clean business practices that are free from potential corruption and bribery. We actively support efforts to prevent and eradicate corruption. To address issues related to corruption, kickbacks, fraud, bribery, and gratuity, the Company has established a range of policies and guidelines, including:

- Anti-Bribery Policy
- GCG Guidelines
- Code of Conduct
- Gratuity Control Guidelines

The objective of implementing these policies is to maintain and enhance stakeholder trust in the Company.

COMMITMENT TO CORRUPTION PREVENTION

The commitment to anti-corruption is exemplified by the signing of the Declaration of Compliance with the Code of Conduct and Integrity Pact by management, employees, and other relevant partners. This includes:

- SOP for Due Diligence
- SOP for Whistleblowing System

The Company has adopted the Anti-Bribery Management System (SMAP) in line with the SNI ISO 37001:2016 standard as a key element of good corporate governance. This initiative aims to foster a work environment that is free from bribery and corruption practices.

RISK IDENTIFICATION AND MITIGATION

In 2024, to support the implementation of risk management within the Company, the Company identifies potential risks related to corruption, fraud, bribery, and gratuity. A mitigation plan will be developed to prevent these risks from materializing. This process will include regular monitoring and evaluation to ensure the effectiveness of our mitigation strategies.

TINDAKAN KOREKTIF PENCEGAHAN KORUPSI

Selain identifikasi risiko yang dilakukan, Perusahaan juga berpartisipasi dalam tindakan korektif pencegahan korupsi, antara lain :

- Pembentukan Unit Pengendalian Gratifikasi (UPG),
- Koordinasi berkala dengan Komisi Pemberantasan Korupsi (KPK) terkait pelaksanaan Bimbingan Teknis Pengendalian Gratifikasi,
- Penerapan Sistem Manajemen Anti Penyuapan (SMAP)
- Memperbarui komitmen melalui penandatanganan Surat Pernyataan Kepatuhan Etika
- Pelaksanaan sosialisasi secara berkala

Kebijakan anti korupsi yang berlaku di Perusahaan bertujuan untuk mencegah potensi kerugian material (keuntungan komersial) maupun *immaterial*, menjaga reputasi perusahaan, meningkatkan kepatuhan terhadap hukum, peraturan dan etika serta mendukung program pemerintah dalam pemberantasan korupsi di Indonesia.

PELATIHAN/SOSIALISASI ANTI KORUPSI

Dalam rangka meningkatkan awareness dan kepatuhan terhadap kebijakan anti korupsi. Perusahaan secara berkala mengadakan Sosialisasi dan pelatihan bagi karyawan diantaranya:

1. Webinar SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan
   "Pencegahan Gratifikasi Dan Benturan Kepentingan Dalam Pengelolaan Dana Zakat" yang diselenggarakan oleh Baznas pada tanggal 18 Maret 2024.
2. Webinar *Management System Awareness Series* #3
   "Meningkatkan Kepedulian Terhadap Kepatuhan Anti Penyuapan" yang diselenggarakan pada tanggal 06 Juni 2024.
3. Forum penguatan GRC Kolaborasi OJK dengan Kementerian, Lembaga & Asosiasi "Diseminasi Standar Audit Internal terkini - GIAS 2024" yang diselenggarakan oleh IAPI pada tanggal 07 Juni 2024.
4. Webinar "Seeing the Unseen Enemies: Crucial Role of Whistleblowers in Detecting and Preventing Cyber Fraud yang diselenggarakan oleh CRMS Indonesia pada tanggal 22 November 2024.
5. Webinar SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan yang diselenggarakan oleh KPK dan Perumnas melalui Zoom Meeting pada tanggal 6 Desember 2024.

CORRECTIVE ACTION TO PREVENT CORRUPTION

In addition to risk identification, the Company engages in corrective actions to prevent corruption, including:

- Establishing a Gratuity Control Unit (UPG)
- Coordinating periodically with the Corruption Eradication Commission (KPK) regarding Technical Guidance on Gratuity Control
- Implementing the Anti-Bribery Management System (SMAP)
- Renewing our commitment through the signing of the Ethical Compliance Statement Letter
- Conducting periodic dissemination efforts

The anti-corruption policies in place aim to prevent potential material and immaterial losses, protect the Company's reputation, enhance compliance with laws, regulations, and ethical standards, and support government initiatives to eradicate corruption in Indonesia.

ANTI-CORRUPTION TRAINING/DISSEMINATION

To increase awareness and compliance with anti-corruption policies, the Company regularly conducts training and dissemination sessions for employees, including:

1. Webinar on SNI ISO 37001: 2016 Anti-Bribery Management System
   "Prevention of Gratuity and Conflict of Interest in Zakat Fund Management," organized by Baznas on March 18, 2024.
2. Webinar Management System Awareness Series #3
   "Increasing Awareness of Anti-Bribery Compliance," held on June 6, 2024.
3. GRC Strengthening Forum
   OJK collaboration with ministries, institutions, and associations on "Dissemination of the latest Internal Audit Standards - GIAS 2024," organized by IAPI on June 7, 2024.
4. Webinar on Cyber Fraud Prevention
   "Seeing the Unseen Enemies: The Crucial Role of Whistleblowers in Detecting and Preventing Cyber Fraud," organized by CRMS Indonesia on November 22, 2024.
5. Webinar on SNI ISO 37001: 2016 Anti-Bribery Management System Organized by the KPK and Perumnas via Zoom on December 6, 2024.

6. Bimbingan Teknis *E-Learning* Pengendalian Gratifikasi dilakukan secara mandiri oleh karyawan melalui website www.aclc.kpk.go.id pada 9-11 Desember 2024.

Perusahaan juga turut berpartisipasi dalam rangka memperingati Hari Anti Korupsi Sedunia pada 09 Desember 2024 dengan mempublikasikan pesan Anti Korupsi melalui berbagai media, seperti :

- Pemasangan spanduk;
- Aplikasi *easy access;*
- Email *blast*;
- Media sosial Perusahaan.

Langkah-langkah ini mencerminkan Komitmen Perusahaan dalam membangun budaya kerja yang transparan, berintegritas serta bebas dari korupsi dan praktik penyuapan.

KEBIJAKAN GRATIFIKASI

PT Semen Baturaja Tbk berkomitmen untuk menciptakan iklim usaha yang sehat, menghindari tindakan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN). Upaya ini diwujudkan melalui penerapan prinsip-prinsip *Good Corporate Governance* (GCG) dengan mengedepankan kepentingan Perusahaan di atas kepentingan pribadi, keluarga, kelompok atau golongan.

Sebagai bagian dari komitmen tersebut, kebijakan anti korupsi Perusahaan didasarkan pada berbagai peraturan perundangan-undangan, antara lain:

1. Undang-Undang Nomor 11 Tahun 1980 tentang Tindak Pidana Suap;
2. Undang-Undang Nomor 28 Tahun 1999 tentang penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme;
3. Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas UU Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
4. Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi; dan
5. Peraturan Komisi Pemberantasan Korupsi Republik Indonesia Nomor 2 Tahun 2019 tentang Pelaporan Gratifikasi.

6. E-Learning Technical Guidance on Gratuity Control Conducted independently by employees through the KPK's aclc website from December 9-11, 2024.

Additionally, the Company commemorated World Anti-Corruption Day on December 9, 2024, by disseminating anti-corruption messages through various channels, including:

- Banner installations;
- Easy access applications;
- Email blasts;
- Company social media platforms.

These initiatives demonstrate the Company's commitment to fostering a work culture that values transparency, integrity, and a firm stance against corruption and bribery practices.

GRATUITY POLICY

PT Semen Baturaja Tbk is committed to fostering a healthy business environment by avoiding actions that may lead to conflicts of interest, as well as corruption, collusion, and nepotism (KKN). This commitment is reflected in the application of Good Corporate Governance (GCG) principles, prioritizing the company's interests over personal, familial, group, or class interests.

In line with this commitment, the company's anti-corruption policy is grounded in various laws and regulations, including:

1. Law Number 11 of 1980, concerning the Criminal Act of Bribery;
2. Law Number 28 of 1999, on the Implementation of a Clean and Corruption-Free State, as well as Collusion and Nepotism;
3. Law No. 20 of 2001, which amends Law Number 31 of 1999 regarding the Eradication of Criminal Acts of Corruption;
4. Law No. 30 of 2002 regarding the Corruption Eradication Commission; and
5. Regulation of the Corruption Eradication Commission of the Republic of Indonesia Number 2 of 2019, concerning the Reporting of Gratuity.

PEDOMAN PENGENDALIAN GRATIFIKASI

Perusahaan berkomitmen untuk tidak menerima dan tidak meminta gratifikasi dalam bentuk apapun. Sebagai langkah konkret, Perusahaan telah mengeluarkan Pedoman Pengendalian Gratifikasi yang telah disahkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.02/069/2018 tanggal 1 Oktober 2018 tentang Pedoman Pengendalian Gratifikasi. Pedoman ini kemudian yang telah dimutakhirkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/144/2020 tanggal 28 Desember 2020 sebagai bagian dari komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Pedoman Pengendalian Gratifikasi ini mencakup :

- Klasifikasi gratifikasi;
- Pemanfaatan dan pengelolaan gratifikasi sesuai ketentuan yang berlaku;
- Mekanisme pelaporan gratifikasi; dan
- Sanksi bagi pelanggaran kebijakan gratifikasi.

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 pihak ketiga karena jabatannya dan berlawanan dengan kewajiban atau tugasnya yang diterima di dalam negeri maupun luar negeri dan yang dilakukan dengan sarana elektronik atau tanpa sarana elektronik.
3. Semua pengurus dan karyawan 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 dilarang untuk memberikan gratifikasi dengan tujuan suap/dianggap suap.

GUIDELINES FOR GRATUITY CONTROL

The Company is committed to not accepting or soliciting gratuity in any form. To solidify this commitment, the company has established Guidelines for Gratuity Control, ratified through Decree Number PH.01.02/069/2018 by the Board of Directors of PT Semen Baturaja (Persero) Tbk on October 1, 2018. These guidelines were subsequently updated through Decree Number PH.01.04/144/2020 by the Board of Directors on December 28, 2020, as part of our dedication to implementing Good Corporate Governance.

The Gratuity Control Guidelines include:

- Classification of gratuity;
- Proper utilization and management of gratuity in accordance with applicable regulations;
- Mechanism for reporting gratuity; and
- Sanctions for violations of the gratuity policy.

BASIC PRINCIPLES OF GRATUITY CONTROL

In managing gratuity, the Company follows these principles:

1. All Company administrators, employees, and their families are prohibited from offering or giving bribes or any form of gratuity.
2. All Company administrators, employees, and their families are prohibited from asking for or receiving gratuity, directly or indirectly, from third parties due to their positions, in a manner that contravenes their obligations or duties, whether domestically or abroad, and through electronic or non-electronic means.
3. All Company administrators, employees, and their families are responsible for preventing corruption and promoting a corruption prevention system within the organization.
4. Company administrators and employees are required to politely and courteously reject any gratuity that does not comply with these guidelines and to explain these guidelines to the giver.
5. Company administrators and employees are prohibited from providing gratuity for the purpose of bribery or actions considered bribery.

6. 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 keramahtamahan 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 Perusahaan, bukan kepada personal.

PEMANFAATAN DAN PENGELOLAAN GRATIFIKASI

PT Semen Baturaja Tbk memiliki kebijakan yang jelas terkait pemanfaatan dan pengelolaan gratifikasi yang bertujuan untuk memastikan penerapan prinsip *Good Corporate Governance* (GCG) serta mencegah potensi benturan kepentingan. Pemanfaatan gratifikasi yang diterima ~~ini~~ dilakukan melalui 2 (dua) mekanisme utama yaitu :

6. Company administrators and employees must report to the Gratuity Control Unit (UPG) any acceptance, request, or rejection of gratuity that occurs.

CLASSIFICATION OF GRATUITY

Based on the Semen Baturaja Gratuity Control Guidelines, gratuity is defined as a gift in a broad sense, including the provision of money, goods, rebates (discounts), commissions, interest-free loans, travel tickets, accommodation facilities, tours, free medical treatment, and other facilities either received domestically or abroad and via electronic or non-electronic means. In detail, gratuity is grouped into 3 (three). This classification will determine the handling/management of the gratuity, as follows: The classification of gratuity at the Company includes:

1. **Reportable Gratuity**
   Gratuities obtained by management and employees in any form that are related to their position and contrary to their obligations or duties. Also, Gratuities obtained from parties suspected of having a relationship with the recipient's position or being illegal must be reported.

2. **Non-Reportable Gratuity**
   Gratuities 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 Gratuity**
   Gratuities received by management and employees that are addressed or intended for PT Semen Baturaja Tbk, not for individuals.

UTILIZATION AND MANAGEMENT OF GRATUITY

PT Semen Baturaja Tbk has a clear policy regarding the utilization and management of gratuities which aims to ensure the implementation of the principles of Good Corporate Governance (GCG) and prevent potential conflicts of interest. The utilization of gratuities received is carried out through 2 (two) main mechanisms, as follows:

1. Digunakan oleh penerima untuk menunjang kinerja
2. Dimanfaatkan oleh Perusahaan untuk kegiatan operasional dan sebagai barang *display* atau perpustakaan.

Setiap penerimaan gratifikasi harus dikelola sesuai kebijakan yang berlaku, dengan opsi perlakuan sebagai berikut:
1. Dikembalikan kepada pemberi gratifikasi
2. Diserahkan kepada negara
3. Disumbangkan kepada yayasan/panti sosial kemasyarakatan
4. Disumbangkan kepada warga sekitar *ring* 1 perusahaan yang dikategorikan kurang mampu secara ekonomi.
5. Disumbangkan kepada petugas *cleaning service.*

Pengelolaan gratifikasi di Perusahaan dilakukan oleh Unit Pengendalian Gratifikasi (UPG) yang telah dibentuk sejak tahun 2018. Dalam melaksanakan tugas dan tanggung jawabnya, UPG didukung oleh admin unit yang ditunjuk atau melekat sesuai *job desk* yang ditetapkan oleh Direksi Perusahaan mengenai tugas dan wewenang UPG.

STRUKTUR UNIT PENGENDALIAN GRATIFIKASI (UPG)

Unit Pengendalian Gratifikasi (UPG) PT Semen Baturaja Tbk memiliki peran strategis dalam mengelola, mengawasi dan memastikan kepatuhan terhadap kebijakan pengendalian gratifikasi. Unit Pengendalian Gratifikasi Semen Baturaja dipimpin oleh :

- **Ketua** : *Vice President of Human Capital & GRC*
- **Wakil Ketua** : *Senior Manager of Governance, Risk, Compliance & Internal Control*
- **Pengarah dan Penanggung Jawab**: Direktur (Fungsi Keuangan & SDM)

Selain itu, Unit Pengendalian Gratifikasi juga didukung oleh sekretaris dan anggota yang bertugas untuk menjalankan fungsi administratif dan operasional dalam implementasi kebijakan gratifikasi.

Struktur Organisasi Unit Pengendali Gratifikasi ini ditetapkan berdasarkan Surat Keputusan Direksi No. PH.01.04/0020/2024 tanggal 31 Oktober 2024, adalah sebagai berikut:

1. Used by the recipient to support performance
2. Used by the Company for operational activities and as display items or libraries.

Every gratuity received must be managed in accordance with applicable policies, with the following treatment options:
1. Returned to the giver of the gratuity.
2. Handed over to the state.
3. Donated to foundations/social institutions.
4. Donated to residents around the company's ring 1 who are categorized as economically disadvantaged.
5. Donated to cleaning service officers

Gratuity management in the Company is carried out by the Gratuity Control Unit (UPG) which has been established since 2018. In carrying out its duties and responsibilities, the UPG is supported by a unit admin who is appointed or attached according to the job desk determined by the Company's Board of Directors regarding the duties and authorities of the UPG.

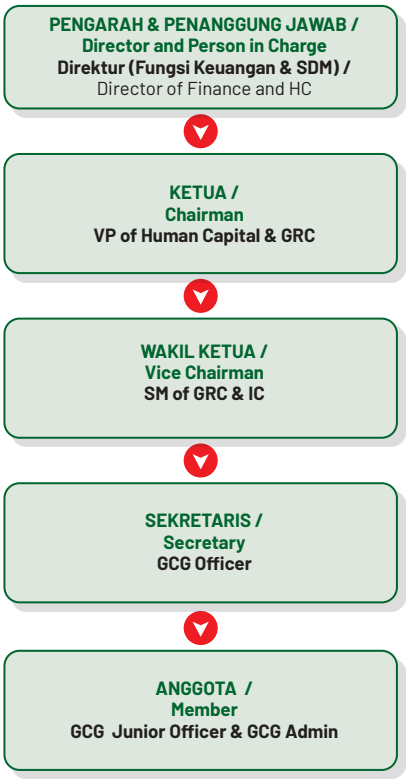
GRATUITY CONTROL UNIT STRUCTURE

The Gratuity Control Unit (UPG) of PT Semen Baturaja Tbk has a strategic role in managing, supervising and ensuring compliance with the gratuity control policy. The Gratuity Control Unit of Semen Baturaja is led by:

- **Head**: Vice President of Human Capital & GRC
- **Deputy Head**: Senior Manager of Governance, Risk, Compliance & Internal Control
- **Director and Person in Charge**: Director (Finance & HR Function)

In addition, the Gratuity Control Unit is also supported by a secretary and members who are tasked with carrying out administrative and operational functions in implementing the gratuity policy.

The Organizational Structure of the Gratuity Control Unit is determined based on the Decree of the Board of Directors No. PH.01.04/0020/2024 dated



TUGAS DAN WEWENANG UNIT PENGENDALIAN GRATIFIKASI

Untuk memastikan implementasi kebijakan pengendalian gratifikasi berjalan secara efektif, PT Semen Baturaja Tbk telah menetapkan 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.
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.

GRATUITY CONTROL UNIT DUTIES AND AUTHORITIES

To ensure the implementation of the gratuity control policy runs effectively, PT Semen Baturaja Tbk has determined the duties and authorities of the Gratuity Control Unit, which include:

1. Conduct dissemination, dissemination, and internalization of Gratuity regulations and the implementation of Gratuity control.
2. Conduct anti-Gratuity campaigns.
3. Receive, analyze, and manage reports of Gratuity acceptance.
4. Receive and manage reports of gratuity receipts.
5. Provide recommendations on the handling of Gratuity reports, determine the ownership of the reported Gratuity objects, and suggest the utilization of the reported Gratuity objects.
6. Coordinate, consult, and forward reports of Gratuity acceptance to the Corruption Eradication Commission (KPK).
7. Monitor and evaluate the implementation of gratuity controls within the Company's environment.

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.

8. Report the results of gratuity control to the Board of Directors.
9. Coordinate with units or departments involved in the implementation and effectiveness of gratuity control.
10. Propose management policies for creating an anti-gratuity environment and preventing gratuity-related incidents.
11. Provide confirmation to the recipient and/or third parties regarding the gratuity report, if required.
12. Prepare additional guidelines necessary for the implementation of gratuity control within the Company.
13. Administer the activity reports of the Gratuity Control Unit.
14. Document the received gratuities in the form of non-perishable and non-expiring goods until the Corruption Eradication Commission (KPK) decides on their status.
15. 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.
16. Report summary reports of acceptance and rejection of gratuities periodically to the Corruption Eradication Commission (KPK).
17. Monitor and evaluate the effectiveness of gratuity control.

PELAPORAN DAN SANKSI

Seluruh Insan Semen Baturaja atau pihak-pihak eksternal termasuk pelanggan, mitra kerja, dan masyarakat yang tidak terlibat secara langsung, namun mengetahui adanya dugaan pelanggaran gratifikasi yang melibatkan pengurus atau karyawan dapat melaporkan kejadian tersebut melalui media pelaporan resmi yang disediakan oleh Perusahaan sebagai berikut:

- Website : wbs.semenbaturaja.co.id
- Email : wbs.smbr@sig.id

Selain itu, laporan juga dapat dikirimkan dalam bentuk surat tertulis dengan mencantumkan kode "WBS" pada bagian luar amplop dan ditujukan kepada:

VP of Corporate Secretary
PT Semen Baturaja Tbk
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang, Sumatera Selatan 30258

REPORTING AND SANCTIONS

All Semen Baturaja personnel or other external parties, such as customers, work partners, and the community, who are not directly involved, but are aware of violations of gratuity involving management and employees, can report the receipt of gratuity through the reporting media provided by the Company as follows:

- Website : wbs.semenbaturaja.co.id
- Email : wbs.smbr@sig.id

Reports can also be sent via letter by stating the WBS code on the outside of the envelope addressed to:

VP of Corporate Secretary
PT Semen Baturaja Tbk
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang, South Sumatera 30258

Setiap Pelanggaran terhadap ketentuan dalam Pedoman Pengendalian Gratifikasi akan dikenakan sanksi sesuai dengan kebijakan internal dan peraturan yang berlaku di Perusahaan.

Each violation of the Gratuity Control Guidelines are subject to sanctions in accordance with the provisions and regulations established in the Company.

PELATIHAN

Sebagai bentuk komitmen terhadap Budaya Anti Korupsi dan Pengendalian Gratifikasi, PT Semen Baturaja Tbk secara rutin melaksanakan pelatihan dan sosialisasi bagi Insan Perusahaan. Kegiatan ini bertujuan untuk meningkatkan pemahaman dan kepatuhan terhadap kebijakan Anti Korupsi dan Pengendalian Gratifikasi serta memastikan penerapannya dalam setiap aspek operasional.

TRAINING

As a commitment to the Anti-Corruption Culture and Gratuity Control, PT Semen Baturaja Tbk routinely conducts training and dissemination for Company Personnel. This activity aims to improve understanding and compliance with the Anti-Corruption and Gratuity Control policies and ensure their implementation in every operational aspect.

Perusahaan terus berkomitmen untuk merencanakan dan melaksanakan pelatihan secara berkala guna memperkuat implementasi kebijakan tersebut. Hingga 31 Desember 2024, PT Semen Baturaja Tbk telah berpartisipasi dalam berbagai sosialisasi dan webinar terkait Anti Korupsi dan Pengendalian Gratifikasi di Perusahaan, antara lain :

The Company continues to be committed to planning and implementing regular training to strengthen the implementation of these policies. Until December 31, 2024, PT Semen Baturaja Tbk has participated in various disseminations and webinars related to Anti-Corruption and Gratuity Control in the Company, including:

Waktu / *Time*	Kegiatan Pelatihan/Webinar / *Training/Webinar Activities*
Februari 2024 / February 2024	Webinar Apresiasi Monev 2023 dan Gratifikasi Talk "Strategi Pengelolaan SDM sebagai Upaya Pencegahan Gratifikasi dalam Jual Beli Jabatan" oleh Komisi Pemberantasan Korupsi (KPK). / 2023 Monitoring and Evaluation Appreciation Webinar and Gratuity Talk "HC Management Strategy as an Effort to Prevent Gratuity in the Sale and Purchase of Positions" by the Corruption Eradication Commission (KPK).
Maret 2024 / March 2024	Webinar "Pencegahan Gratifikasi Dan Benturan Kepentingan Dalam Pengelolaan Dana Zakat" oleh Baznas. / Webinar "Prevention of Gratuity and Conflict of Interest in Zakat Fund Management" by Baznas.
Mei 2024 / May 2024	Webinar "Organ Dan Sumber Daya Manusia Bumn berdasarkan Omnibus BUMN" oleh PT Pratama Indomitra Konsultan. / Webinar "Organs and Human Resources of State-Owned Enterprises based on the BUMN Omnibus" by PT Pratama Indomitra Konsultan.
Juni 2024 / Juni 2024	1. Webinar Management System Awareness "Meningkatkan Kepedulian Terhadap Kepatuhan Anti Penyuapan" oleh KMI SIG. / Webinar Management System Awareness "Increasing Awareness of Anti-Bribery Compliance" by KMI SIG. 2. Webinar "Forum penguatan GRC Kolaborasi OJK dengan Kementerian, Lembaga & Asosiasi Diseminasi Standar Audit Internal terkini - GIAS 2024" oleh IAPI. / Webinar "GRC Strengthening Forum OJK Collaboration with Ministries, Institutions & Associations Dissemination of the Latest Internal Audit Standards - GIAS 2024" by IAPI.
September 2024 / September 2024	1. Kelas Penguatan Kapasitas (Kupas) Paksi – API Batch 4 "Membangun Budaya Integritas: Tolak Gratifikasi Ilegal" oleh Portal Edukasi Anti Korupsi - Komisi Pemberantasan Korupsi (KPK). / Capacity Building Class (Kupas) Paksi – API Batch 4 "Building a Culture of Integrity: Rejecting Illegal Gratuity" by the Anti-Corruption Education Portal - Corruption Eradication Commission (KPK). 2. Webinar "Penguatan Tata Kelola Perusahaan Melalui Pengembangan Proses Bisnis yang Responsif" oleh PT Sinergi Daya Prima. / Webinar "Strengthening Corporate Governance Through Responsive Business Process Development" by PT Sinergi Daya Prima. 3. Sosialisasi Control Self Assessment (CSA) Implementasi ICOFR SIG dan Anak Perusahaan 2024 oleh Konsultan Dex./ Socialization of Control Self Assessment (CSA) Implementation of ICOFR SIG and Subsidiaries 2024 by Dex Consultants.
Oktober 2024 / October 2024	Webinar "Integritas & Tata Kelola Perusahaan: Strategi Efektif Dalam Mencegah Fraud" oleh SDP Consulting. / Webinar "Integrity & Corporate Governance: Effective Strategies in Preventing Fraud" by SDP Consulting.
November 2024 / November 2024	1. Webinar "Seeing the Unseen Enemies: Crucial Role of Whistleblowers in Detecting and Preventing Cyber Fraud oleh CRMS Indonesia. / Webinar "Seeing the Unseen Enemies: Crucial Role of Whistleblowers in Detecting and Preventing Cyber Fraud" by CRMS Indonesia. 2. Webinar "Mengintegrasikan GRC dalam Ekosistem Fintech dan Insurtech untuk Perlindungan Konsumen yang Lebih Baik" oleh CRMS Indonesia./ Webinar "Integrating GRC in Fintech and Insurtech Ecosystem for Better Consumer Protection" by CRMS Indonesia.

Waktu / *Time*	Kegiatan Pelatihan/Webinar / *Training/Webinar Activities*
Desember 2024 / December 2024	1. Webinar "Kenali Gratifikasi Lapor jika ada yang memberi" oleh KPK dan Perumnas./ Webinar "Recognize Gratuity Report if someone gives" by KPK and Perumnas. 2. Pelaksanaan E-Learning Bimbingan Teknik Peningkatan Pemahaman Gratifikasi oleh Komisi Pemberantasan Korupsi (KPK) melalui link https://elerning.kpk.go,id / Implementation of E-Learning Technical Guidance for Improving Understanding of Gratuity by the Corruption Eradication Commission (KPK) via the link https://elerning.kpk.go.id

SOSIALISASI GRATIFIKASI

PT Semen Baturaja Tbk memiliki department khusus yang bertanggung jawab atas pengendalian gratifikasi melalui Unit Pengendalian Gratifikasi (UPG). UPG dibentuk berdasarkan Surat Keputusan Direksi Nomor: PH.01.04/0020/2024 dan diketuai oleh VP of HC & GRC. Unit ini memiliki tugas utama dalam pengelolaan, pemantauan, pelaporan gratifikasi, serta menjalankan fungsi pengendalian gratifikasi di lingkungan Perusahaan.

Sebagai bentuk komitmen dalam penerapan Budaya Anti Gratifikasi, hingga per 31 Desember 2024, Unit Pengendalian Gratifikasi telah melaksanakan berbagai sosialisasi, di antaranya:

1. Sosialisasi Pedoman Pengendalian Gratifikasi kepada seluruh pengurus, karyawan Perseroan serta Mitra Usaha melalui e-mail resmi perusahaan.
2. Publikasi Pedoman Pengendalian Gratifikasi melalui Website resmi perusahaan di www.semenbaturaja.co.id yang dapat di akses oleh pihak internal maupun eksternal. Selain itu, Perusahaan juga membagikan tautan *soft structure* GCG yang dapat diakses oleh seluruh karyawan.
3. Pada tanggal 01 April 2024, Perusahaan melaksanakan penerapan prinsip-prinsip GCG dengan menerbitkan iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri melalui media sosial perusahaan, 5 (lima) media massa (Sumatera Ekspres, Sriwijaya Post, Tribun Sumsel, OKU Ekspres, dan Lampung Post) serta diunggah di website dan media sosial Perusahaan.
4. Sosialisasi video Pesan Sosialisasi Anti (PSA) Gratifikasi melalui Email blasting, Media Sosial Perusahaan, Aplikasi Knowledge Management dan tayangan televisi internal di unit kerja pada bulan Oktober 2024.
5. Sosialisasi prinsip 4 No's, Penolakan Gratifikasi dan Pungutan Liar (Pungli) melalui pemasangan banner/ spanduk di seluruh site Perusahaan.

DISSEMINATION OF GRATUITY CONTROL

PT Semen Baturaja Tbk has a special department responsible for controlling gratuity through the Gratuity Control Unit (UPG). UPG was formed based on the Decree of the Board of Directors Number: PH.01.04/0020/2024 and is led by the VP of HC & GRC. This unit is primarily responsible for managing, monitoring, reporting gratuity, and carrying out the function of controlling gratuity within the Company.

As a form of its commitment to implementing the Anti-Gratuity Culture, until December 31, 2024, the Gratuity Control Unit has carried out various disseminations, including:

1. Dissemination of the Gratuity Control Guidelines to all management, employees of the Company and Business Partners via the company's official e-mail.
2. Publication of the Gratuity Control Guidelines via the company's official website at www.semenbaturaja.co.id which can be accessed by internal and external parties. In addition, the Company also shares a link to the GCG soft structure that can be accessed by all employees.
3. On April 1, 2024, the Company implemented the implementation of GCG principles by publishing an advertisement prohibiting accepting or requesting gratuity in the context of Eid al-Fitr through the company's social media, 5 (five) mass media (Sumatera Ekspres, Sriwijaya Post, Tribun Sumsel, OKU Ekspres, and Lampung Post) and uploaded on the Company's website andsocial media.
4. Dissemination of the Anti-Gratuity Socialization Message (PSA) video through Email blasting, Company Social Media, Knowledge Management Application and internal television broadcasts in work units in October 2024.
5. Dissemination of the 4 No's principle, Rejection of Gratuity and Illegal Levies through the installation of banners/ banners throughout the Company's sites.

Sebagai bentuk edukasi dan penguatan pemahaman terkait pengendalian gratifikasi, Perusahaan juga menyediakan berbagai alat peraga, seperti: *roll-up banner* gratifikasi, stiker anti penyuapan dan spanduk edukasi yang ditempatkan di lingkungan Perusahaan.

As a part of our educational efforts to enhance understanding of gratuity control, the Company provides various materials, including roll-up gratuity banners, anti-bribery stickers, and educational banners displayed throughout the Company's premises.

Langkah-langkah ini merupakan bagian dari komitmen PT Semen Baturaja Tbk dalam mewujudkan lingkungan bisnis yang bersih, transparan, dan bebas dari gratifikasi serta praktik korupsi lainnya.

These initiatives reflect PT Semen Baturaja Tbk's commitment to fostering a clean and transparent business environment that is free from gratuity and other corrupt practices.

LAPORAN PENERIMAAN GRATIFIKASI DI TAHUN 2024

Per 31 Desember 2024, Perusahaan telah menerima 4 (empat) laporan gratifikasi. Jumlah ini menunjukkan penurunan dibandingkan tahun 2023, yang mana terdapat 6 (enam) laporan gratifikasi.

REPORT OF GRATUITY RECEIPT IN 2024

As of December 31, 2024, the Company received four reports of gratuity. This marks a decrease from 2023, which had 6 (six) reports.

Seluruh laporan gratifikasi yang diterima telah ditindaklanjuti oleh Perusahaan sesuai dengan Pedoman Pengendalian Gratifikasi. Sebagai langkah pemanfaatan yang sesuai dengan kebijakan perusahaan, gratifikasi yang diterima telah disalurkan kepada tenaga *cleaning service* dan warga kurang mampu yang berada di sekitar lingkungan Perusahaan.

All reports of gratuity have been addressed by the Company in accordance with our Gratuity Control Guidelines. In line with company policy, the gratuity received have been distributed to cleaning service personnel and underprivileged residents living around the Company's environment.

Komitmen Perusahaan dalam menerapkan Budaya Anti Gratifikasi terus diperkuat dengan edukasi, sosialisasi, serta peningkatan sistem pengendalian internal guna menciptakan lingkungan kerja yang bersih, transparan, dan berintegritas.

The Company's commitment to fostering an Anti-Gratuity Culture is being reinforced through education, dissemination, and improvements to our internal control system, all aimed at creating a clean, transparent, and integrity-based work environment.

MEKANISME PELAPORAN PENERIMAAN GRATIFIKASI

Setiap penerimaan, penolakan, dan permintaan gratifikasi wajib dilaporkan oleh pengurus dan karyawan kepada Unit Pengendalian Gratifikasi (UPG) sesuai dengan ketentuan yang berlaku.

GRATUITY REPORTING MECHANISM

All management and employees must report every acceptance, rejection, and request for gratuity to the Gratuity Control Unit (UPG) in accordance with the applicable provisions.

Seluruh Insan Semen Baturaja dapat menyampaikan laporan melalui berbagai saluran pelaporan yang telah disediakan antara lain :

- **Secara langsung** ke Unit Pengendalian Gratifikasi (UPG).
- **Melalui email**: wbs.smbr@sig.id.
- **Melalui telepon** atau media lain yang ditentukan oleh Perusahaan.

All personnel at Semen Baturaja can submit reports through various channels provided, including:\

- **Directly to** the Gratuity Control Unit (UPG).
- **By email:** wbs.smbr@sig.id.
- **By telephone** or other media designated by the Company.

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 hari kerja setelah tanggal penerimaan.
2. Dalam hal pelaporan penerimaan gratifikasi telah lewat dari 10 hari kerja maka UPG tidak dapat menerima laporan tersebut dan menyarankan kepada pelapor untuk melaporkan secara langsung kepada Komisi Pemberantasan Korupsi (KPK) baik tertulis maupun melalui aplikasi GoI-KPK paling lambat 30 hari kerja. UPG tetap melakukan rekapitulasi terhadap keterlambatan laporan penerimaan gratifikasi yang disampaikan. Dalam hal pelaporan penerimaan gratifikasi telah lewat 30 hari kerja sejak gratifikasi tersebut diterima maka laporan gratifikasi tersebut tidak dapat ditindaklanjuti oleh Komisi Pemberantasan Korupsi (KPK).
3. Penerimaan Gratifikasi dalam bentuk sebagai berikut:
   a. Penerimaan dalam bentuk barang yang mudah busuk/rusak/cepat kedaluwarsa dengan nilai lebih dari Rp200.000 (dua ratus ribu rupiah), dilaporkan paling lama 10 hari kerja setelah tanggal penerimaan.
   b. Penerimaan dalam bentuk barang yang tidak mudah busuk/rusak/cepat kedaluwarsa dilaporkan paling lama 10 hari kerja setelah tanggal penerimaan.
4. UPG wajib segera memberikan respons atas pelaporan penerimaan gratifikasi dari pelapor paling lambat dalam jangka waktu 7 (tujuh) hari kerja setelah laporan diterima.
5. Penetapan status dan perlakuan berdasarkan jenis penerimaan gratifikasi yang diterima adalah sebagai berikut:
   a. Barang yang mudah busuk/rusak/cepat kedaluwarsa.
      - Terhadap barang yang mudah busuk/rusak/cepat kedaluwarsa, setelah menerima laporan penerimaan gratifikasi oleh pelapor, maka Unit Pengendalian Gratifikasi (UPG) menetapkan keputusan penyaluran penerimaan gratifikasi kepada pihak-pihak sesuai ketentuan pada Bab II Butir 2.4 angka 3-5 Pedoman ini pada Formulir Pelaporan Gratifikasi yang diajukan pelapor.
      - Pelapor wajib melaporkan penyaluran gratifikasi tersebut paling lambat 10 hari kerja setelah tanggal penerimaan disertai Bukti Tanda Terima Penyaluran Gratifikasi.

The reporting procedures are as follows:

1. The reporter must fill out the Gratuity Reporting Form provided by the UPG or download it from the intranet under the GCG menu and attach supporting documents related to the gratuity, no later than 10 working days after receipt.
2. If the reporting of the receipt of gratuity exceeds 10 working days, the UPG will not accept the report and urges the reporter to report directly to the Corruption Eradication Commission (KPK) in writing or via the GoI-KPK application within 30 working days. The UPG will continue to monitor any delays in reporting gratuity receipts. If reporting exceeds 30 working days from the date of receipt, the KPK will not follow up on the gratuity report.
3. Receipt of Gratuity can take the following forms:
   a. For goods that are easily perishable, damaged, or quickly expire, worth more than IDR 200,000 (two hundred thousand rupiah), the report must be made no later than 10 working days after receipt.
   b. For goods that are not easily perishable or damaged, the report also must be made no later than 10 working days after receipt.
4. UPG must respond to the reporter regarding the gratuity receipt within 7 working days after receiving the report.
5. The status and treatment determination based on the type of gratuity received is as follows:
   a. Easily perishable, damaged, or quickly expiring goods.
      - For goods that are easily perishable/damaged/quickly expired, after receiving a report of receipt of gratuity by the reporter, the Gratuity Control Unit (UPG) will determine the decision on the distribution of gratuity receipts to parties in accordance with the provisions in Chapter II Point 2.4 numbers 3-5 of these Guidelines on the Gratuity Reporting Form submitted by the reporter.
      - The reporter must report the distribution of the gratuity within 10 working days after receipt, accompanied by Proof of Receipt of Gratuity Distribution.

b. Barang yang tidak mudah busuk/rusak/cepat kedaluwarsa.
   Terhadap barang yang tidak mudah busuk/rusak/cepat kedaluwarsa tersebut, maka wajib disimpan oleh Unit Pengendalian Gratifikasi (UPG) sampai dengan ditetapkan status kepemilikan oleh Komisi Pemberantasan Korupsi (KPK).

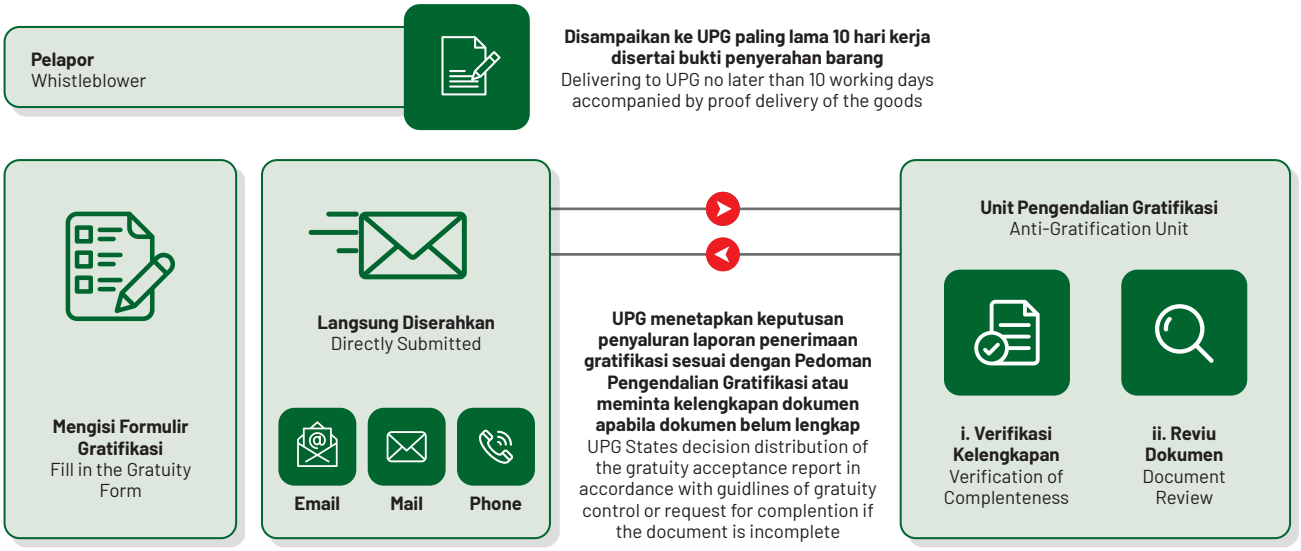
6. Unit Pengendalian Gratifikasi (UPG) melakukan verifikasi kelengkapan laporan sebelum melaporkan penerimaan gratifikasi yang wajib dilaporkan disertai dengan dokumen pendukung kepada Komisi Pemberantasan Korupsi (KPK) paling lama 10 hari kerja sejak tanggal penerimaan laporan gratifikasi.
7. Dalam hal laporan gratifikasi tidak lengkap, maka laporan gratifikasi disampaikan kembali kepada pelapor untuk dilengkapi. Apabila laporan gratifikasi sebagaimana dimaksud tidak dilengkapi paling lama 10 hari kerja sejak tanggal penerimaan gratifikasi maka laporan gratifikasi tidak dapat ditindaklanjuti.
8. KPK akan melakukan analisa, verifikasi, dan klasifikasi serta memberikan penetapan status gratifikasi atas laporan gratifikasi yang disampaikan oleh Unit Pengendalian Gratifikasi (UPG) paling lama selama 30 hari kerja.
9. Apabila KPK menetapkan gratifikasi tersebut menjadi milik negara maka Unit Pengendalian Gratifikasi (UPG) menginformasikan kepada pelapor penerimaan gratifikasi perihal keputusan tersebut untuk kemudian Unit Pengendali Gratifikasi akan menyerahkan barang yang disimpan kepada negara melalui KPK.
10. Unit Pengendalian Gratifikasi (UPG) membuat rekapitulasi laporan penerimaan dan penolakan gratifikasi serta melaporkannya kepada Direksi secara periodik setiap semester paling lambat 10 hari kerja setelah berakhirnya periode semester tersebut.

b. Goods that are not easily perishable, damaged, or quickly expiring.
   For goods that are not easily rotten/damaged/quickly expired, they must be stored by the Gratuity Control Unit (UPG) until the ownership status is determined by the Corruption Eradication Commission (KPK).

6. The UPG will verify the completeness of the report prior to submitting the gratuity receipt report, along with supporting documents, to the KPK no later than 10 working days from receiving the gratuity report.
7. If the gratuity report is incomplete, it will be returned to the reporter for completion. If the report is not completed within 10 working days from receipt, it cannot be followed up.
8. The KPK will analyze, verify, and classify the report and provide a determination of the gratuity status within 30 working days.
9. If the KPK determines that the gratuity belongs to the state, the Gratuity Control Unit (UPG)will inform the reporter of this decision, and the UPG will then hand over the stored goods to the state through the KPK.
10. The Gratuity Control Unit (UPG) will compile a recap of the reports on the acceptance and rejection of gratuity and will report to the Board of Directors periodically every semester, no later than 10 working days after the end of the semester.

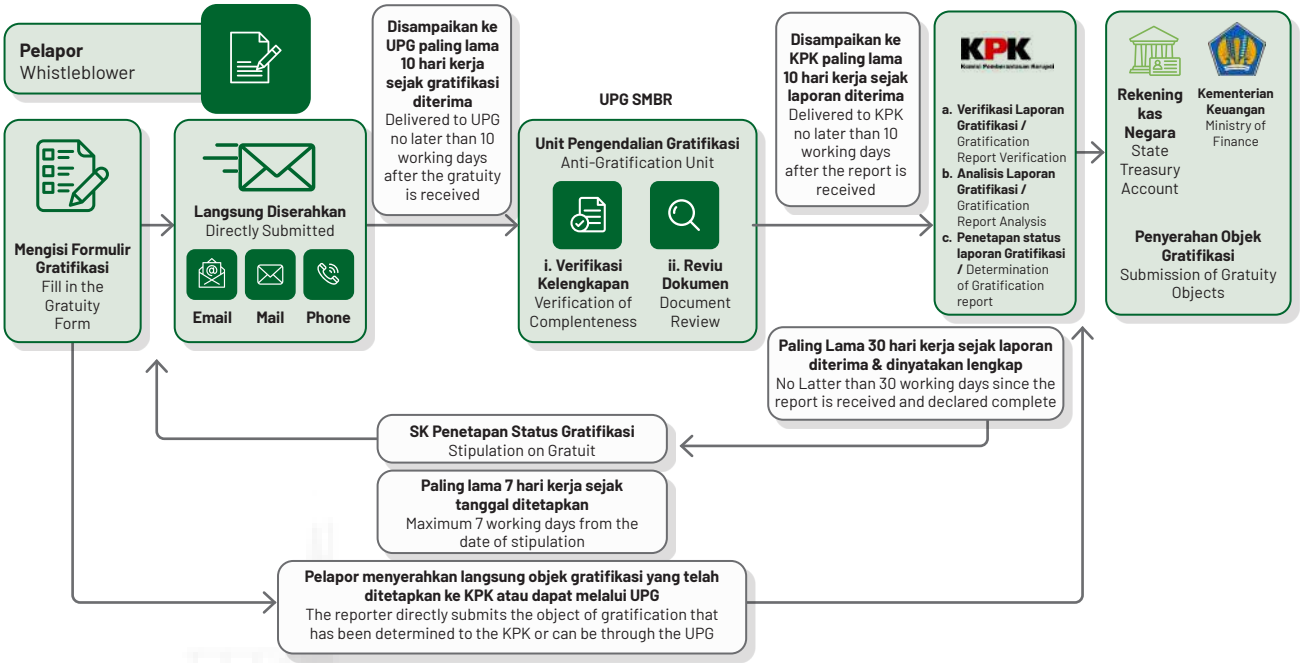
Alur Penerimaan Barang Cepat Rusak/Busuk/Kedaluwarsa

Flow of Receiving Perishable/Rotten/Expired Goods



Alur Penerimaan Laporan Untuk Uang/Setara Uang

Report Receipt Flow For Money/Money Equivalents



KEBIJAKAN ANTI PENYUAPAN

PT Semen Baturaja Tbk berkomitmen untuk menjalankan seluruh aktivitas bisnis dengan penuh tanggung jawab mematuhi peraturan dan perundang undangan terkait anti penyuapan yang berlaku. Sejalan dengan komitmen tersebut, Perusahaan senantiasa menerapkan praktik bisnis terbaik yang menjunjung tinggi nilai-nilai etika, integritas dan mendukung upaya pencegahan praktik suap.

ANTI-BRIBERY POLICY

PT Semen Baturaja Tbk is committed to carrying out all business activities responsibly in compliance with applicable anti-bribery laws and regulations. In line with this commitment, the Company always implements best business practices that uphold ethical values, integrity and support efforts to prevent bribery practices.

Kebijakan anti penyuapan tertuang dalam Kebijakan Penerapan Tata Kelola Perusahaan yang Baik yang telah disetujui pada tanggal 25 Maret 2024. Dalam kebijakan ini, Perusahaan menetapkan prinsip-prinsip utama 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).

The anti-bribery policy is stated in the Good Corporate Governance Implementation Policy which was approved on March 25, 2024. In this policy, the Company establishes the following main principles:

1. Manage the Company in a trustworthy, honest and fair manner and always uphold work ethics in order to achieve the Company's Vision, Mission and Goals.
2. Comply with, implement the provisions contained in the GCG Guidelines, Code of Conduct, Board Manual, Gratuity Control Guidelines and Conflict of Interest Guidelines.
3. Increase the Company's value continuously, by implementing Risk Management and careful management.
4. Place all parties related to the Company (Stakeholders) as harmonious and effective working 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 and assets, facilities and resources of the Company solely for something that is beneficial to advance the interests of the Company and not use them for interests that conflict with the Company's Objectives.
7. Make effective and efficient decisions with full responsibility and distance themselves from accepting and/or giving bribes, commissions, gifts and other gifts that can influence decision making.
8. Implement the Anti-Bribery Management System SNI ISO 37001: 2016 with the principle of 4 No's:
   a. No Bribery (avoid/reject all forms of bribery and extortion).
   b. No Kickback (avoid/reject asking for commissions, tokens of gratitude in the form of money and in other forms).
   c. No Gift (avoid/reject accepting/giving gifts or gratuities that conflict with applicable regulations and provisions).
   d. No Luxurious Hospitality (avoid/refuse excessive hospitality and hospitality).

9. Bersedia mematuhi dan melaksanakan Komitmen Manajemen Anti Penyuapan dengan sungguh-sungguh.

Komitmen ini tercermin dalam implementasi SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan. Pada Tahun 2023 Perusahaan berhasil memperoleh kembali sertifikat setelah menjalankan audit Resertifikasi SNI ISO 37001:2016. Untuk memastikan konsistensi dalam penerapan SMAP, Perusahaan melaksanakan *Surveillance* Audit I pada tanggal 21 – 22 November 2024 yang dilakukan oleh PT BSI Group Indonesia.

KEBIJAKAN ANTI-FRAUD

Perusahaan senantiasa berkomitmen untuk menyelenggarakan praktik bisnis terbaik (*best practice*) yang mengedepankan nilai-nilai etika, integritas dan tanggung jawab dalam menjalankan bisnisnya. Komitmen ini diwujudkan melalui Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*), yang ditetapkan dalam Kebijakan Penerapan GCG PT Semen Baturaja Tbk. Kebijakan ini disosialisasikan kepada seluruh Pengurus, Karyawan dan Stakeholders Perusahaan.

Kebijakan tersebut menjelaskan komitmen untuk melaksanakan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan berlandaskan prinsip 4 No's yaitu :

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).

Kebijakan terhadap anti - *fraud* merupakan bagian dari sistem pengendalian internal untuk membangun budaya kepatuhan dan meningkatkan kesadaran terhadap potensi risiko dan konsekuensi tindakan fraud dalam Perusahaan.

9. Willing to comply with and implement the Anti-Bribery Management Commitment seriously.

This commitment is reflected in the implementation of SNI ISO 37001: 2016 Anti-Bribery Management System. In 2023, the Company successfully re-obtained the certificate after conducting the SNI ISO 37001: 2016 Recertification audit. To ensure consistency in the implementation of SMAP, the Company conducted Surveillance Audit I on November 21-22, 2024, conducted by PT BSI Group Indonesia.

ANTI-FRAUD POLICY

The Company is always committed to implementing best business practices that prioritize ethical values, integrity and responsibility in running its business. This commitment is realized through the Implementation of Good Corporate Governance, which is stipulated in the GCG Implementation Policy of PT Semen Baturaja Tbk. This policy is disseminated to all Management, Employees and Stakeholders of the Company.

The policy explains the commitment to implement SNI ISO 37001:2016 Anti-Bribery Management System based on the 4 No's principle, namely:

a. No Bribery (avoid/reject all forms of bribery and extortion).
b. No Kickback (avoid/refuse to ask for commission, gratitude in the form of money and in other forms.
c. No Gift (avoid/refuse to accept/give gifts or gratuities that are contrary to applicable rules and regulations).
d. No Luxurious Hospitality (avoid/refuse excessive welcoming and hospitality).

The anti-fraud policy is part of the internal control system to build a culture of compliance and increase awareness of the potential risks and consequences of fraudulent actions in the Company.

IMPLEMENTASI SNI ISO 37001:2016 SISTEM MANAJEMEN ANTI PENYUAPAN

Penerapan Sistem Anti Penyuapan di PT Semen Baturaja Tbk selaras dengan kebijakan pemerintah, sebagaimana tertuang dalam :

- Instruksi Presiden No. 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi yang salah satu programnya adalah penyusunan SNI ISO 37001:2016 bagi BUMN dan Sektor Swasta.
- Peraturan Presiden No. 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.
- Surat Kementerian BUMN Republik Indonesia No. S-17/S.MBU/02/2020, yang mewajibkan BUMN untuk menerapkan dan memperoleh sertifikasi SNI ISO 37001:2016.

Sebagai bentuk kepatuhan, PT Semen Baturaja Tbk menginisiasi implementasi Sistem Manajemen Anti Penyuapan mulai dari tahapan persiapan, pelaksanaan hingga proses sertifikasi SNI ISO 37001 : 2016.

Pada tanggal 11 Desember 2020, PT Semen Baturaja Tbk untuk pertama kalinya memperoleh Sertifikat SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan setelah melalui serangkaian tahapan mulai dari persiapan, implementasi hingga audit sertifikasi.

Untuk memastikan keberlanjutan penerapan sistem ini, pada tanggal 23-24 November 2023, Perusahaan melakukan audit resertifikasi. Dari audit tersebut, Perusahaan menerima 3 (tiga) *Opportunity for Improvement* (OFI) yang menjadi peluang peningkatan dalam efektivitas penerapan Sistem Manajemen Anti Penyuapan.

Sebagai hasil dari proses resertifikasi tersebut, pada tanggal 17 Januari 2024, Lembaga Sertifikat menerbitkan sertifikat untuk PT Semen Baturaja Tbk dengan Nomor : IABMS 738282 yang berlaku hingga 10 Desember 2026.

KEBIJAKAN *INSIDER TRADING*

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.

IMPLEMENTATION OF SNI ISO 37001:2016 ANTI-BRIBERY MANAGEMENT SYSTEM

The implementation of the Anti-Bribery System at PT Semen Baturaja Tbk is in line with government policy, as stated in:

- Presidential Instruction No. 10 of 2016 concerning Action to Prevent and Eradicating Corruption, one of the programs of which is the preparation of SNI ISO 37001:2016 for BUMN and the Private Sector.
- Presidential Regulation No. 54 of 2018 concerning the National Strategy for Corruption Prevention.
- Letter of the Ministry of SOEs of the Republic of Indonesia No. S-17/S.MBU/02/2020, which requires SOEs to implement and obtain SNI ISO 37001:2016 certification.

As a form of compliance, PT Semen Baturaja Tbk initiated the implementation of the Anti-Bribery Management System starting from the preparation stage, implementation to the SNI ISO 37001:2016 certification process.

On December 11, 2020, PT Semen Baturaja Tbk for the first time obtained the SNI ISO 37001:2016 Anti-Bribery Management System Certificate after going through a series of stages starting from preparation, implementation to certification audit.

To ensure the sustainability of the implementation of this system, on November 23-24, 2023, the Company conducted a recertification audit. From this audit, the Company received 3 (three) Opportunities for Improvement (OFI) which are opportunities to increase the effectiveness of the implementation of the Anti-Bribery Management System.

As a result of the recertification process, on January 17, 2024, the Certification Institute issued a certificate for PT Semen Baturaja Tbk with No. IABMS 738282 which is valid until December 10, 2026.

INSIDER TRADING POLICY

Insider trading is the trading of Company shares or other securities (bonds or stock options) carried out by individuals in the Company who have access to non-public information about the Company.

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.

In this case, insider trading practices are illegal acts that can damage the image and market trust in the Company. For this reason, the Company prohibits insider trading practices carried out by Semen Baturaja personnel in order to create a fair and efficient market condition. This is of course done by always paying attention to the fairness of information for all market players in the Capital Market.

Berkaitan dengan praktik *insider trading* tersebut, Perusahaan telah menetapkan kebijakan yang tercantum dalam Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Kebijakan diatur dalam Pedoman GCG No. M/SMBR/GRC/001 yang disahkan oleh Direksi pada 25 Maret 2024.

In relation to the insider trading practices, the Company has established a policy as stated in the Good Corporate Governance Guidelines. The policy is regulated in the GCG Guidelines No. M/SMBR/GRC/001 which was ratified by the Board of Directors on March 25, 2024.

Selain tercantum dalam pedoman diatas, kebijakan mengenai larangan insider trading juga tertuang dalam Pedoman Benturan Kepentingan (*Conflict of Interest*) No.PH. 01.04/0058/2022 dan Piagam Direksi No. M/SMBR/GRC/002.

In addition to being stated in the guidelines above, the policy regarding the prohibition of insider trading is also stated in the Conflict-of-Interest Guidelines No.PH. 01.04/0058/2022 and the Board of Directors Charter No. M/SMBR/GRC/002.

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. Selain itu, Insan Perusahaan yang memiliki akses informasi material Perusahaan tidak boleh menyalahgunakan jabatan dan pekerjaannya dalam mengungkapkan informasi material yang dapat mempengaruhi keputusan Investor.

The policy stipulates that insiders are required to maintain and not disseminate information that is limited and confidential so that the information is not misused by certain parties to make purchases or sales of the Company's shares. In addition, Company Personnel who have access to material Company information may not abuse their position and work in disclosing material information that can influence Investor decisions.

Insan Perusahaan yang memiliki Informasi Orang Dalam dilarang:

1. Melakukan pembelian atau penjualan atas efek Perusahaan atau Perusahaan lain yang melakukan transaksi dengan Perusahaan;
2. Memengaruhi pihak lain untuk melakukan pembelian atau penjualan atas efek Perusahaan dan/atau perusahaan lainnya sebagaimana dimaksud poin 1; atau
3. Memberi Informasi Orang Dalam kepada pihak manapun yang patut diduga dapat menggunakan informasi tersebut untuk melakukan pembelian atau penjualan atas efek.

Company Personnel who have Insider Information are prohibited from

1. Purchasing or selling the Company's securities or other Companies that transact with the Company;
2. Influencing other parties to make purchases or sales of the Company's securities and/or other companies as referred to in point 1; or
3. Providing Insider Information to any party who is reasonably suspected of being able to use the information to make purchases or sales of securities.

KEPATUHAN TERKAIT KEGIATAN POLITIK

KEBIJAKAN PERUSAHAAN, TERMASUK KEPADA PERUSAHAAN TERAFILIASI

Perusahaan telah mengakomodir Surat Kementerian BUMN No. S-560/S.MBU/10/2023 tentang Keterlibatan Direksi, Dewan Komisaris/Dewan Pengawas dan Karyawan Grup BUMN pada Penyelenggaraan Pemilihan Umum, Pemilihan Kepala Daerah, dan/atau sebagai Pengurus Partai Politik atau Penjabat Kepala Daerah dan Wakil Kepala Daerah di dalam Pedoman Perilaku Etika (*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 Etika (*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 yang diperbaharui secara berkala.

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.

PENYEDIAAN DANA UNTUK KEGIATAN POLITIK

Selama tahun 2024, Perusahaan tidak menyediakan dana untuk kegiatan politik atau kepada partai politik. Hal ini sesuai dengan kebijakan Perusahaan yang tidak diperkenankan untuk menggunakan dana atau aset Perusahaan untuk kontribusi terhadap kepentingan politik.

COMPLIANCE WITH POLITICAL ACTIVITIES

COMPANY POLICY, INCLUDING AFFILIATED COMPANIES

The Company has implemented Letter of the Ministry of SOEs No. S-560/S.MBU/10/2023 on Involvement of the Board of Directors, Board of Commissioners/Supervisory Board and Employees of the SOE Group in the Implementation of General Elections, Regional Head Elections, and/or as Political Party Administrators or Acting Regional Heads and Deputy Regional Heads in the Code of Conduct, which regulates ethics regarding specific matters such as political activities.

POLICY DISSEMINATION

In 2024, the Company has regularly disseminated the Code of Conduct to all stakeholders. Policy dissemination is carried out via email, internal portals, and the Company's website which is provided to all personnel. This aims to ensure a comprehensive understanding of the Code of Conduct to all Semen Baturaja Personnel. In this regard, all Management and Employees have also signed a Statement of Compliance with the Code of Conduct.

SANCTIONS

If an 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.

FUNDS FOR POLITICAL ACTIVITIES

In 2024, the Company did not provide any funds for political activities or to political parties as the Company policy prohibits the use of Company funds or assets for political interests.

KEBIJAKAN PENGADAAN BARANG DAN JASA

Berdasarkan Peraturan Presiden Republik Indonesia No. 12 Tahun 2021 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara, Perusahaan perlu melakukan kerja sama dengan rekanan/pemasok yang dilalui dengan adanya proses pengadaan barang dan jasa. 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.

Hal-hal yang menjadi perhatian Perusahaan dalam pengadaan barang dan jasa adalah sebagai berikut:

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 siapa pun 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.

PROCUREMENT POLICY

Based on Presidential Regulation of the Republic of Indonesia No. 12 of 2021 on General Guidelines for Procurement of Goods and Services of State-Owned Enterprises, the Company shall cooperate with partners/suppliers through the procurement process. In this regard, the Company optimizes the empowerment of local partners/suppliers for a more optimal financial business process in the short and long term.

Furthermore, that the Company pays attention to the following procurement aspects:

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) wajib menandatangani Pakta Integritas, Pakta Integritas Pelaksana Pengadaan terpenuhi dengan menyetujui Pakta Integritas wajib menandatangani form Pakta Integritas (*hardcopy/ softcopy*).
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. Unit Kerja *Procurement Warehouse* wajib menandatangani Pakta Integritas penerima barang untuk setiap barang yang diterima. Pakta Integritas ditandatangani oleh Ka. *Warehouse* penerima barang.
15. Direksi melaporkan kepada Dewan Komisaris/Dewan Pengawas mengenai proses dan hasil pengadaan barang & jasa tertentu yang bersifat substansial (bukan bersifat rutin) sebagai penerapan dari prinsip tata kelola perusahaan yang baik.
16. Pengadaan barang & jasa tertentu yang bersifat substansial (bukan bersifat rutin) sebagaimana dimaksud dan ditentukan oleh Direksi dengan persetujuan Dewan Komisaris/Dewan Pengawas.

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.

Prosedur dan tata cara pengadaan barang dan jasa tersebut tercantum dalam:

1. Peraturan Pemerintah Republik Indonesia (PP RI) No 50 Tahun 2012 tentang penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3).
2. Peraturan Presiden Republik Indonesia No. 12 Tahun 2021 Tentang Perubahan atas peraturan presiden nomor 16 Tahun 2018 tentang Pengadaan Barang/Jasa Pemerintah.

11. Every procurement implementer (party involved in the procurement process) is required to sign the Integrity Pact. The Procurement Implementer's Integrity Pact is fulfilled by agreeing to the Integrity Pact. The Procurement Implementer must sign the Integrity Pact form (hardcopy/ softcopy).
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 Procurement Warehouse Work Unit must sign a consignee Integrity Pact for each item received. The Integrity Pact was signed by Head of Warehouse receiving goods.
15. The Board of Directors reports to the Board of Commissioners/Supervisory Board regarding the process and results of procurement of certain goods & services that are substantial (not routine) as an application of the principles of good corporate governance.
16. Procurement of certain goods & services of a substantial nature (not routine) as intended and determined by the Board of Directors with approval from the Board of Commissioners/Supervisory Board.

PROCUREMENT METHOD AND PROCEDURE

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. Government Regulation No. 50 of 2012 on implementation of the Occupational Health and Safety Management System (OHSMS).
2. Presidential Regulation of the Republic of Indonesia No. 12 of 2021 on Amendments to Presidential Regulation No. 16 of 2018 on Government Procurement of Goods/ Services.

3. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
4. Surat Kementerian BUMN Nomor S-563/MBU/08/2020 perihal Penggunaan PaDi UMKM pada proses Pengadaan dan Pembelanjaan Barang dan/atau Jasa pada UMKM di Lingkungan BUMN.
5. Surat Kementerian BUMN Nomor S-1134/MBU/12/2020 perihal Perluasan Implementasi Pasar Digital Usaha Mikro, Kecil dan Menengah ("PaDi UMKM").
6. Permen Perindustrian Republik Indonesia Nomor 16/M-IND/PER/2/2011 tentang ketentuan dan cara perhitungan tingkat komponen dalam negeri.
7. Pedoman Sistem Manajemen Semen Baturaja (SMSB).
8. Pedoman Pengendalian Gratifikasi PT Semen Baturaja Tbk.
9. Prosedur Uji Kelayakan (Due Diligence) PT Semen Baturaja Tbk.
10. Surat Kuasa sentralisasi fungsi dari PT Semen Baturaja Tbk kepada PT Semen Indonesia (Persero) Tbk No. PH.04.04/0038/2023 tanggal 1 April 2023.
11. Pedoman Pengadaan Barang dan/atau Jasa PT Semen Indonesia (Persero) Tbk Nomor M/SIG/PRO/001 revisi 1 tanggal 1 Juni 2024 yang berlaku untuk seluruh Semen Indonesia Grup.
12. Anggaran Dasar PT Semen Baturaja Tbk yang tertuang dalam akta No 69 tanggal 29 Mei 2024.

PELAKSANAAN KEGIATAN/ JENIS PROGRAM 2024

Di tahun 2024, 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 bravo 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.

3. Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
4. Letter of the Ministry of SOEs Number S-563/MBU/08/2020 concerning the Use of PaDi UMKM in the Procurement and Purchasing of Goods and/or Services for MSMEs within the SOE Environment.
5. Letter of the Ministry of SOEs Number S-1134/MBU/12/2020 concerning the Expansion of the Implementation of the Digital Market for Micro, Small and Medium Enterprises ("PaDi UMKM").
6. Regulation of the Minister of Industry of the Republic of Indonesia Number 16/M-IND/PER/2/2011 concerning the provisions and methods for calculating the level of domestic components.
7. Guidelines for the Semen Baturaja Management System (SMSB).
8. Guidelines for Controlling Gratification of PT Semen Baturaja Tbk.
9. Due Diligence Procedure of PT Semen Baturaja Tbk.
10. Power of Attorney for Centralization of Functions from PT Semen Baturaja Tbk to PT Semen Indonesia (Persero) Tbk No. PH.04.04/0038/2023 dated April 1, 2023.
11. Guidelines for Procurement of Goods and/or Services of PT Semen Indonesia (Persero) Tbk Number M/SIG/PRO/001 revision 1 dated June 1, 2024 which applies to the entire Semen Indonesia Group.
12. Articles of Association of PT Semen Baturaja Tbk as stated in Deed No. 69 dated May 29, 2024.

IMPLEMENTATION OF ACTIVITIES/TYPES OF PROGRAMS IN 2024

In 2024, the activities/types of programs in the procurement of goods and services by the Company include:

1. Public auction announcement related to the implementation of activities through the website and newspapers.
2. Use of the bravo system in the procurement process.
3. Vendor performance evaluations are carried out per semester.
4. Implementation of the procurement process in accordance with applicable procedures & procedures.
5. Obligation to attach an integrity pact, both partners and authorized users.

TARGET/RENCANA KEGIATAN 2025

Perusahaan telah menentukan target dan rencana kegiatan di bidang pengadaan barang dan jasa untuk tahun mendatang, meliputi:

1. Perencanaan pembelian barang & jasa.
2. Pengelolaan *supplier*.
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 proses.
6. Monitor seluruh proses penerimaan material.
7. Pengadaan yang bebas dari suap.
8. Proses transaksi yang akuntabel dan transparan.

DAMPAK KUANTITATIF DARI PELAKSANAAN KEGIATAN

dampak kuantitatif dari pelaksanaan kegiatan di bidang pengadaan barang dan jasa di tahun 2024 adalah sebagai berikut:

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 *bravo* sehingga memudahkan vendor dan *buyer* dalam melakukan proses pengadaan.
3. Pendaftaran rekanan dilakukan secara terbuka di sistem *e-proc*.

CAPAIAN 2024

Di tahun 2024, pencapaian yang diraih dalam pelaksanaan kegiatan pengadaan barang dan jasa adalah sebagai berikut:

1. Tercapainya *Cost Reduction Program*.
2. Implementasi Pedoman Pengadaan Barang dan Jasa yang berpedoman kepada pengadaan SIG.

KEBIJAKAN BENTURAN KEPENTINGAN

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

TARGET/ACTIVITY PLAN FOR 2025

The Company has determined targets and activity plans of procurement for the coming year, as follows:

1. Planning the purchase of goods & services.
2. Supplier management.
3. Monitor the entire process of planning the procurement of goods & services.
4. Monitor the entire process of tendering for the procurement of goods & services.
5. Monitor the entire process of managing the goods warehouse to ensure smooth processes.
6. Monitor the entire process of receiving materials.
7. Procurement free from bribery.
8. Accountable and transparent transaction processes.

QUANTITATIVE IMPACT OF ACTIVITY IMPLEMENTATION

The quantitative impacts of implementing activities on procurement of goods and services throughout 2024 are:

1. The procurement process is carried out openly, fairly, and accountably without any discrimination against certain parties in accordance with applicable procedures and procedures.
2. The procurement process uses the bravo system, making it easier for vendors and buyers to carry out the procurement process.
3. Partner registration is carried out openly in the e-proc system.

ACHIEVEMENTS IN 2024

Procurement achievements in 2024 are described as follows:

1. Achievement of Cost Reduction Program.
2. Implementation of Guidelines for Procurement of Goods and Services guided by GIS procurement.

CONFLICT OF INTEREST POLICY

All Semen Baturaja personnel are prohibited from taking actions that have the potential to have a conflict of interest and having a personal interest in any use of authority that can affect the quality of their decisions and/or actions. In this case, the Company makes efforts to minimize the potential for conflicts of interest within the Company, namely by requiring the Board of Commissioners and Directors to create a special list. This list contains information about the

daftar khusus. Di mana daftar ini memuat keterangan daftar kepemilikan saham Dewan Komisaris, Direksi, beserta keluarganya pada Perusahaan maupun perusahaan lainnya.

share ownership of the Board of Commissioners, Directors and their families in the Company and other companies.

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 *Department of Corporate Secretary*.

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 Department of Corporate Secretary.

Perusahaan menyadari bahwa sikap yang tegas terhadap penanganan benturan kepentingan mampu menciptakan pengelolaan Perusahaan yang baik serta hubungan yang harmonis dengan seluruh pemangku kepentingan. Setiap jajaran Perusahaan wajib menghindari segala bentuk potensi benturan kepentingan yang dapat merugikan Perusahaan dengan membebaskan diri dari situasi tersebut, memberitahu pimpinannya atau pihak yang bertanggung jawab atas kondisi tersebut.

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 PT Semen Baturaja Tbk Board of Directors Decree No. PH.01.04/0058/2022. The guideline is a reference to handle conflict of interest situations.

Dalam hal ini, Perusahaan telah menetapkan Pedoman Benturan Kepentingan yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja Tbk No. PH.01.04/0058/2022 yang akan dijadikan panduan dalam penanganan situasi benturan kepentingan. Selain tercantum dalam Pedoman Benturan Kepentingan, kebijakan pencegahan benturan kepentingan juga tercantum dalam Pedoman Tata Kelola Perusahaan yang Baik, Pedoman Perilaku, Board Manual dan Piagam Direksi.

In this regard, the Company has established Conflict of Interest Guidelines ratified by PT Semen Baturaja Board of Directors Decree Tbk No. PH.01.04/0058/2022 which will be used as a guide in handling conflict of interest situations. In addition to being stated in the Conflict-of-Interest Guidelines, the conflict of interest prevention policy is also stated in the Good Corporate Governance Guidelines, Code of Conduct, Board Manual and Board of Directors Charter.

Perusahaan juga mensosialisasikan 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.

The Company also disseminates 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. This is an effort increase the understanding of all employees about the mechanism for reporting conflicts of interest in accordance with the Company's guidelines

AKSES INFORMASI DAN DATA PERUSAHAAN

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.

Ketersediaan akses informasi menjadi komitmen bagi Perusahaan. Komitmen ini merupakan bentuk kepatuhan terhadap keterbukaan atas informasi kepada pemangku kepentingan. Informasi mengenai Perusahaan dapat diakses melalui situs www.semenbaturaja.co.id, dalam situs tersebut berisikan informasi terkini, tepat sasaran, efektif dan efisien sehingga mampu memberikan pemahaman publik terkait Perusahaan secara transparan dan konsisten.

Perusahaan mencantumkan profil Perusahaan secara lengkap dengan berbagai jenis pelayanan dan produk, tanggung jawab sosial perusahaan, berita terbaru, 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. Perusahaan juga selalu menyampaikan informasi dan fakta material kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) melalui surat ataupun pelaporan elektronik.

Lebih lanjut, secara berkala Perusahaan memperbarui informasi dan memberikan kemudahan akses informasi kepada para pemangku kepentingan, sehingga dapat diketahui kondisi Perusahaan secara jelas dan terbuka.

Informasi saluran informasi yang disediakan oleh Perusahaan antara lain:

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.

ACCESS TO COMPANY INFORMATION AND DATA

As a form of transparency, the 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.

The availability of information access is a commitment of compliance for information disclosure to stakeholders. Information on the Company can be accessed through the website www.semenbaturaja.co.id , the website contains the latest, targeted, effective, and efficient information to facilitate the public with the Company data in a transparent and consistent manner.

The Company also lists a complete Company profile with various types of services and products, corporate social responsibility, latest news, and other information that is useful for stakeholders.

In addition, the Company discloses information in the form of other activities such as GMS, public expose, seminars, exhibitions and various other disclosure activities. The company also always submits material information and facts to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) via letter or electronic reporting.

The Company periodically updates information and provides easy access to information to stakeholders for a clear and transparent access the Company's condition.

Information channels provided by the Company include:

1. **General Meeting of Shareholders**
   The General Meeting of Shareholders serves as a means of communication between the Company and shareholders to convey information regarding the Company and enable shareholders to participate in decision-making that requires shareholder approval.

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.

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 web Perusahaan dan situs Bursa Efek Indonesia (BEI).

2. Public Expose

Public Expose is a presentation to the public to explain the Company's performance. The Company holds public expose at least once a year.

3. Meeting with Investors and Analysts

This meeting is a means of exchanging information on industrial and Company developments to Investors/ Analysts, especially regarding the Company's business and financial performance. This meeting can be done individually or in groups, either face to face, by telephone or conference. call.

4. Financial Statements

The financial statements published by the Company consist of annual, semi-annual, first quarter, and nine-month period financial statements. The financial statements are published through the Company's website and the Indonesia Stock Exchange (IDX) website. For annual and semi-annual financial statements, the Company also publishes the financial statements through national daily newspapers presented in accordance with applicable provisions.

5. Annual report

As a form of accountability of the Board of Directors and Board of Commissioners in managing and supervising issuers or public companies within a period of 1 (one) fiscal year of the GMS, an annual report is prepared in accordance with applicable provisions. The annual report is submitted to shareholders, regulators, mass organizations, mass media, and the public. The annual report is published through the Company's website and the Indonesia Stock Exchange (IDX) website.

Periode / *Period*	Tema / *Theme*
2023	*Increasing Excellence through Synergy and Collaboration in Harmony*
2022	*Seizing Opportunities with Cost Leadership, Strengthen Market Position and Competency Improvement*
2021	*Strengthening Performance through Collaboration and Digitalization*
2020	*Rising to The Challenge*
2019	*Driven to Innovate Growing Network*
2018	*A Vision to Lead With Sustainable Values*
2017	*Exceeding Prime for Environmental Sustainability*
2016	*Unbreakable Spirit Within*

6. Situs Web

Perusahaan memiliki situs yakni 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 anak perusahaan BUMN yang berstatus perusahaan terbuka, Perusahaan harus menyampaikan laporan kepada Bursa Efek Indonesia, Otoritas Jasa Keuangan, dan Kementerian BUMN.

Kementerian BUMN:

a. Laporan Keuangan Tahunan (Audited) Tahun Buku 2023
b. Laporan Keuangan Triwulan I, II, dan III (Unaudited) Tahun Buku 2024
c. Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2023
d. Penyelenggaraan RUPS Tahunan Tahun Buku 2023
e. Laporan Manajemen Perusahaan Tahunan
f. Laporan Penerapan dan Pemantauan Manajemen Risiko
g. Laporan Tahunan Pelaksanaan Program TJSL

Bursa Efek Indonesia dan Otoritas Jasa Keuangan (OJK):

a. Laporan Bulanan Registrasi Pemegang Efek
b. Laporan Utang dalam Valuta Asing
c. Penyampaian Mata Acara Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2023
d. Pengumuman Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2023
e. Pemanggilan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2023
f. Ringkasan Risalah Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2023
g. Risalah Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2023

6. Website

The Company maintains a website at 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 the Capital Markets Authority (IDX and OJK) and the Ministry of SOE

As a SOE subsidiary with public company status, the Company is required to submit reports to the Indonesia Stock Exchange, the Financial Services Authority, and the Ministry of SOE.

Ministry of State-Owned Enterprises:

a. Annual Financial Report (Audited) for Fiscal Year 2023
b. Financial Report for Quarter I, II, and III (Unaudited) for Fiscal Year 2024
c. Annual Report and Sustainability Report for Fiscal Year 2023
d. Implementation of Annual GMS for Fiscal Year 2023
e. Annual Company Management Report
f. Risk Management Implementation and Monitoring Report
g. Annual Report on the Implementation of the CSR Program

Indonesia Stock Exchange and Financial Services Authority (OJK):

a. Monthly Report of Securities Holder Registration
b. Report of Debt in Foreign Currency
c. Submission of Agenda of the Annual General Meeting of Shareholders (GMS) for the Financial Year 2023
d. Announcement of the Annual General Meeting of Shareholders (GMS) for the Financial Year 2023
e. Invitation of the Annual General Meeting of Shareholders (GMS) for the Financial Year 2023
f. Summary of Minutes of the Annual General Meeting of Shareholders (GMS) for the Financial Year 2023
g. Minutes of the Annual General Meeting of Shareholders (GMS) for the Financial Year 2023

h. Pemberitahuan Jadwal dan Tata Cara Pembagian Dividen Tunai Tahun Buku 2023

i. Penyampaian Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2023
j. Penyampaian Laporan Keuangan Tahunan (*Audited*) Tahun 2023 berbasis XBRL
k. Penyesuaian Laporan Keuangan Konsolidasian Tahun Buku 2023 PT Semen Baturaja Tb
l. Penyampaian Laporan Keuangan (*Unaudited*) Kuartal I berbasis XBRL
m. Penyampaian Laporan Keuangan (*Unaudited*) Semester I berbasis XBRL
n. Penyampaian Laporan Keuangan (*Unaudited*) Kuartal III berbasis XBRL
o. Rencana Penyelenggaraan *Public Expose* Tahunan
p. Penyampaian Materi *Public Expose* Tahunan
q. Penjelasan atas Volatilitas Transaksi
r. Perubahan Internal Audit
s. Perubahan Sekretaris Perusahaan
t. Laporan Evaluasi terhadap Pelaksanaan Pemberian Jasa Audit atas Informasi Keuangan Historis Tahunan oleh AP dan atau KAP
u. Rencana Transaksi Perubahan Kegiatan Usaha
v. Perubahan Anggaran Dasar Perseroan
w. Penjelasan atas Permintaan Penjelasan Bursa

x. Perubahan Nama Kantor Akuntan Publik (KAP)
y. Penunjukkan Kantor Akuntan Publik dan/atau Akuntan Publik
z. Penyampaian Dokumen Penunjukkan Kantor Akuntan Publik dan/atau Akuntan Publik yang disetujui RUPS

aa. Permintaan Penjelasan Emiten dan Perusahaan Publik Lainnya (Penjelasan LKTT)
bb. Konfirmasi Emiten Group

8. Siaran Pers

Di tahun 2024, Perusahaan telah menerbitkan siaran pers sebanyak 60 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;

h. Notification of Schedule and Procedures for Distribution of Cash Dividends for the Financial Year 2023
i. Submission of the Annual Report and Sustainability Report for the Financial Year 2023
j. Submission of the Annual Financial Report (Audited) for the Financial Year 2023 based on XBRL
k. Adjustment of the Consolidated Financial Statements for the Financial Year 2023 of PT Semen Baturaja Tbk
l. Submission of Financial Report (Unaudited) for Quarter I based on XBRL
m. Submission of Financial Report (Unaudited) for Semester I based on XBRL
n. Submission of Financial Report (Unaudited) for Quarter III based on XBRL
o. Plan for Organizing Annual Public Expose
p. Submission of Annual Public Expose Material
q. Explanation of Transaction Volatility
r. Change of Internal Audit
s. Change of Corporate Secretary
t. Evaluation Report on the Implementation of Audit Services for Annual Historical Financial Information by AP and/or KAP
u. Plan for Transaction of Change of Business Activities
v. Change of Company Articles of Association
w. Explanation of Request for Explanation from the Stock Exchange
x. Change of Name of Public Accounting Firm (KAP)
y. Appointment of Public Accounting Firm and/or Public Accountant
z. Submission of Documents for Appointment of Public Accounting Firm and/or Public Accountant approved by GMS
aa. Request for Explanation from Issuers and Other Public Companies (LKTT Explanation)
bb. Issuer Group Confirmation

8. Press Release

In 2024, the Company has issued ... manuscripts of press release which are classified into several information categories, namely:

a. Information on production and sales performance
b. Information on CSR Activities
c. Information on various important corporate events such as Anniversary, General Meeting of Shareholders, Technology Implementation, Eco-Friendly, Employee Organization and other important information.

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

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
x : @ptsb_tbk
YouTube : SemenBaturajaTbk

Di tahun 2024, aktivitas media sosial Perusahaan, baik dari sisi jumlah *posting*-an atau *followers* yang dilakukan adalah sebagai berikut:

d. Information on Financial Performance and other Financial Information.
e. Information on Achievements and Awards obtained
f. Information on the Investment Progress (CAPEX).

9. E-mail

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. Social Media

The Company provides various information and communication facilities to external parties through the Company's social media, including:

Facebook : ptsb.tbk.official
Instagram : @pt.semenbaturaja
x : @ptsb_tbk
YouTube : SemenBaturajaTbk

Information on the Company's social media activities in terms of the number of posts and followers during 2024 are as follows:

Media Sosial / *Social Media*	2024	2023	2022	Perubahan 2023-2024 / *Changes in 2023-2024*
Facebook	15.944	15.812	15.706	1%
Instagram	32.781	30.337	27.719	8%
X	2.263	2.273	2.260	0%
Youtube	1.064	1.018	829	5%

PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

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.

IMPLEMENTATION OF PUBLIC COMPANY GOVERNANCE GUIDELINES

PT Semen Baturaja Tbk has established the basis for Corporate Governance Guidelines based on Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Public Company Governance Guidelines as a standard for implementing GCG, which includes 5 (five) aspects which are reduced to 8 (eight) principles and 25 (twenty five) recommendations.

Implementasi Pedoman Tata Kelola Perusahaan Terbuka / *Implementation of Public Company Governance Guidelines*			
Prinsip / *Principle*	**Rekomendasi / *Recommendation***	**Penerapan di Semen Baturaja / *Implementation at Semen Baturajaip***	**Halaman Pemenuhan / *Fulfilled on Page***
Aspek 1 / Aspect 1			
Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS / Principle 1 Increasing the Value of GMS Implementation	1.1 Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (*voting*) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. / Public Company has a technical method or procedure for voting, both open and closed, which promotes independence and the interests of shareholders.	**Terpenuhi / Complied** 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 Aulia Taufani, S.H. serta Notaris Aryanti Artisari, S.H., M.Kn., dalam melakukan proses penghitungan suara dan/ atau melakukan validasi. / The Company has a voting procedure in making decisions on an agenda item contained in the GMS Rules of Procedure, where previously the GMS Rules of Procedure had been given to the Shareholders present and explained by the GMS Chairperson at the opening of the GMS. The Company has appointed independent parties, namely the Securities Administration Bureau PT Datindo Entrycom and Notary Aulia Taufani, S.H. and Notary Aryanti Artisari, S.H., M.Kn., in carrying out the process of counting votes and/or conducting validation. Tata cara pengambilan suara tercantum dalam Tata Tertib RUPS TB 2023 tertanggal 29 Mei 2024 pada Poin 12 Pemungutan Suara halaman 6 yang ter-publish di situs web perusahaan menu Investor bagian RUPS. / The voting procedures are stated in the Rules of Procedure of the 2023 TB GMS dated May 29, 2024, in Point 12 Voting on page 6 which is published on the Company's website in the Investor menu under the GMS section.	404-405
	1.2 Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. / All members of the Board of Directors and members of the Public Company's Board of Commissioners attend the Annual GMS.	**Terpenuhi / Complied** Perusahaan telah menyampaikan pemberitahuan dan undangan kepada Direksi dan Dewan Komisaris dan seluruhnya hadir dalam Rapat Umum Pemegang Saham Tahunan. / The Company has issued notifications and invitations to the Board of Directors and Board of Commissioners and all of them have participated in the Annual General Meeting of Shareholders. Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan telah hadir dalam pelaksanaan RUPS TB 2023 pada tanggal 29 Mei 2024. / All members of the Board of Directors and members of the Board of Commissioners of the Company were present at the implementation of the 2023 TB GMS on May 29, 2024.	405
	1.3 Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. / A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	**Terpenuhi / Complied** Dalam website Perusahaan telah tercantum risalah RUPS mulai dari RUPS Tahunan Tahun Buku 2013 sampai dengan RUPS Tahunan Tahun Buku 2023 dan RUPS Luar Biasa Tahun 2023. Selama 3 tahun terakhir dalam bentuk bilingual (Bahasa Indonesia dan Bahasa Inggris). / The Company's website contains the minutes of the GMS starting from the Annual GMS for the 2013 Fiscal Year to the Annual GMS for the 2023 Fiscal Year and the Extraordinary GMS for the 2023 Fiscal Year, for the last 3 years in bilingual form (Indonesian and English).	407-412

Implementasi Pedoman Tata Kelola Perusahaan Terbuka / *Implementation of Public Company Governance Guidelines*			
Prinsip / *Principle*	**Rekomendasi / *Recommendation***	**Penerapan di Semen Baturaja / *Implementation at Semen Baturajaip***	**Halaman Pemenuhan / *Fulfilled on Page***
Prinsip 2: Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor / Principle 2 Improving Public Company Communication Quality with Shareholders or Investors	2.1 Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. / Public Company has a communication policy with shareholders or investors.	**Terpenuhi / Complied** Perusahaan telah mempunyai kebijakan terkait komunikasi dengan Pemegang Saham atau investor. Adapun kebijakannya diatur dalam Pedoman Perilaku/*Code of Conduct* (CoC) Perusahaan dan tersedia di website Perusahaan. / The Company has a policy regarding communication with shareholders or investors. The policy is regulated in the Company's Code of Conduct (CoC) and available on the Company's website.	584-590
	2.2 Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web / Public Company discloses the communication policy of the Public Company with shareholders or investors on the website.	**Terpenuhi / Complied** 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. / 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.	592
Aspek 2 / Aspect 2			
Prinsip 3: Memperkuat Keanggotaan dan Komposisi Dewan Komisaris / Principle 3 Strengthening the Membership and Composition of the Board of Commissioners	3.1 Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. / Determination of the number of members of the Board of Commissioners takes into account the conditions of the Public Company	**Terpenuhi / Complied** Penentuan jumlah Dewan Komisaris telah mempertimbangkan kondisi Perusahaan, yang ditetapkan pada RUPLB tahun 2023 tanggal 8 November 2023 berdasarkan surat dari PT Semen Indonesia (Persero) Tbk selaku Pemegang Saham Seri B Mayoritas, Nomor: 000408/ HK/SUP/50032577/2000/11.2023 perihal Penyampaian Usulan Keputusan Pemegang Saham Seri A Dwiwarna dan Pemegang Saham Seri B Terbanyak PT Semen Baturaja Tbk. / The determination of the number of the Board of Commissioners has taken into account the Company's condition, which was determined at the 2023 EGM dated November 8, 2023, based on a letter from PT Semen Indonesia (Persero) Tbk as the Majority Series B Shareholder, Number: 000408/ HK/SUP/50032577/2000/11.2023 regarding the Submission of the Proposed Decision of the Dwiwarna Series A Shareholder and the Most Series B Shareholder of PT Semen Baturaja Tbk. Adapun berdasarkan hasil RUPS tidak terdapat Dewan Komisaris yang diberhentikan sehingga jumlah Dewan Komisaris Perusahaan per tanggal 31 Desember 2024 adalah 4 (empat) orang. / Based on the EGM results, no Board of Commissioners was dismissed, thus the number of the Company's Board of Commissioners as of December 31, 2024, is 4 (four) people.	66, 419-420, 427
	3.2 Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. / Determination of the number of members of the Board of Commissioners considering the condition of the Public Company.	**Terpenuhi / Complied** 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 pada bagian Profil Dewan Komisaris. / The determination of the composition of the members of the Board of Commissioners according to the appointment requirements stated in OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies. The Company has considered the diversity of expertise, knowledge, and experience needed. The diversity of the Board of Commissioners can be seen in this annual report book in the Board of Commissioners Profile section.	126-129, 426-427

Implementasi Pedoman Tata Kelola Perusahaan Terbuka / *Implementation of Public Company Governance Guidelines*			
Prinsip / *Principle*	**Rekomendasi / *Recommendation***	**Penerapan di Semen Baturaja / *Implementation at Semen Baturajaip***	**Halaman Pemenuhan / *Fulfilled on Page***
Prinsip 4: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris / Principle 4 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners	4.1 Dewan Komisaris mempunyai kebijakan penilaian sendiri (*Self-Assessment*) untuk menilai kinerja Dewan Komisaris. / The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	**Terpenuhi / Complied** Dewan Komisaris telah memiliki kebijakan penilaian sendiri (*Self Assessment*) untuk menilai kinerja Dewan Komisaris yang tercantum Pedoman GCG dan Board Manual. / 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.	435, 491-493
	4.2 Kebijakan penilaian sendiri (*Self-Assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. / The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	**Terpenuhi / Complied** Kebijakan penilaian sendiri (*Self-Assessment*) untuk menilai kinerja Dewan Komisaris telah diungkapkan melalui Laporan Tahunan Perusahaan, bagian Tata Kelola Perusahaan, sub bagian Penilaian terhadap Dewan Komisaris dan Direksi. / 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.	491-493
	4.3 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. / The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	**Terpenuhi / Complied** Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perusahaan. / 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.	456-457, 467
	4.4 Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. / The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function prepares a succession policy in the nomination process for members of the Board of Directors.	**Terpenuhi / Complied** Dewan Komisaris telah memiliki Komite Nominasi dan Remunerasi yang bertanggungjawab dalam membantu melaksanakan fungsi dan tugas Dewan Komisaris terkait Nominasi dan Remunerasi terhadap anggota Direksi serta melakukan penyusunan kebijakan suksesi Direksi. / The Board of Commissioners has a Nomination and Remuneration Committee which is responsible for assisting in carrying out the functions and duties of the Board of Commissioners related to Nomination and Remuneration of members of the Board of Directors and preparing the Board of Directors' succession policy.	526-534

Implementasi Pedoman Tata Kelola Perusahaan Terbuka / *Implementation of Public Company Governance Guidelines*			
Prinsip / *Principle*	**Rekomendasi / *Recommendation***	**Penerapan di Semen Baturaja / *Implementation at Semen Baturajaip***	**Halaman Pemenuhan / *Fulfilled on Page***
Aspek 3 / Aspect 3			
Prinsip 5: Memperkuat Keanggotaan dan Komposisi Direksi / Principle 5 Strengthening the Membership and Composition of the Board of Directors	5.1 Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan. / 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.	**Terpenuhi** Penentuan jumlah Direksi telah mempertimbangkan kondisi Perusahaan, yang terakhir ditetapkan pada RUPS Luar Biasa tanggal 8 November 2023 berdasarkan surat dari PT Semen Indonesia (Persero) Tbk selaku Pemegang Saham Seri B Mayoritas, Nomor: 000408/HK/SUP/50032577/2000/11.2023 perihal Penyampaian Usulan Keputusan Pemegang Saham Seri A Dwiwarna dan Pemegang Saham Seri B Terbanyak PT Semen Baturaja Tbk. Adapun berdasarkan hasil RUPS tersebut terdapat 1 (satu) orang Direksi yang berakhir masa jabatannya dan 1 (satu) orang Direksi yang baru ditunjuk sehingga jumlah Direksi Perusahaan per tanggal 31 Desember 2024 adalah 3 (tiga) orang. / The determination of the number of Directors has taken into account the Company's conditions, which were last determined at the Extraordinary GMS on November 8, 2023, based on a letter from PT Semen Indonesia (Persero) Tbk as the Majority Series B Shareholder, Number: 000408/HK/SUP/50032577/2000/11.2023 regarding Submission of Proposed Decisions of Series A Dwiwarna Shareholders and the Most Series B Shareholders of PT Semen Baturaja Tbk. Based on the results of the GMS, there is 1 (one) Director whose term of office has ended and 1 (one) new Director has been appointed, thus the number of Directors of the Company as of December 31, 2024, is 3 (three) people.	92, 419-420, 456
	5.2 Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. / Determination of the composition of members of the Board of Directors takes into account the diversity of skills, knowledge and experience required.	**Terpenuhi / Complied** 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 pada bagian Profil Direksi. / 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 in the Board of Directors Profile section.	130-133, 456
	5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. / Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.	**Terpenuhi / Complied** Direktur (Fungsi Keuangan dan SDM) Perusahaan adalah seorang ahli keuangan yang berpengalaman serta memiliki latar belakang pendidikan keuangan yaitu lulusan dari Sarjana Akuntansi Perbanas Institute dan Master of Business Administration Universitas Gadjah Mada. / The Company's Director (Finance and HR function) is an experienced financial expert with a background in financial education. She holds a Bachelor's Degree in Accounting Perbanas Institute and Master of Business Administration Gadjah Mada University. Pada website Perusahaan tercantum informasi mengenai riwayat pendidikan Direktur (Fungsi Keuangan dan SDM). / The Company website contains information on the Board of Director's educational history (Finance and HR Functions).	133

Implementasi Pedoman Tata Kelola Perusahaan Terbuka / *Implementation of Public Company Governance Guidelines*			
Prinsip / *Principle*	**Rekomendasi / *Recommendation***	**Penerapan di Semen Baturaja / *Implementation at Semen Baturajaip***	**Halaman Pemenuhan / *Fulfilled on Page***
Prinsip 6: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. / Principle 6 Improving the Quality of Implementation of Duties and Directors Responsibilities.	6.1 Direksi mempunyai kebijakan penilaian sendiri (*Self Assessment*) untuk menilai kinerja Direksi / The Board of Directors has a Self-Assessment policy to assess the performance of the Board of Directors.	**Terpenuhi / Complied** Direksi telah memiliki kebijakan penilaian sendiri (*Self Assessment*) untuk menilai kinerja Direksi yang tercantum dalam Pedoman GCG dan Piagam Direksi. / The Board of Directors has a self-assessment policy, as outlined in the GCG Guidelines and Board Manual, to evaluate their performance.	467-468
	6.2 Kebijakan penilaian sendiri (*Self Assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan Tahunan Perusahaan Terbuka. / Self-Assessment policy to assess the performance of the Board of Directors is disclosed through the Public Company's Annual Report.	**Terpenuhi / Complied** Kebijakan penilaian sendiri (*Self Assessment*) untuk menilai kinerja Direksi telah diungkapkan melalui Laporan Tahunan Perusahaan bagian Tata Kelola Perusahaan sub bagian penilaian terhadap Dewan Komisaris dan Direksi. / 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.	491-493
	6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. / The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	**Terpenuhi / Complied** Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perusahaan. / 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.	456-457
Aspek 4 / Aspect 4			
Prinsip 7: Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan / Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation	7.1 Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. / Public Company has a policy to prevent insider trading.	**Terpenuhi / Complied** Kebijakan mengenai aspek tata kelola perusahaan terkait *insider trading* pada prinsipnya telah diatur dalam Pedoman GCG Bab IV Poin 4.20 Transaksi Orang dalam Halaman 45. / The policy regarding corporate governance aspects related to insider trading has in principle been regulated in the GCG Guidelines Chapter IV Point 4.20 Insider Transactions Page 45.	619-620
	7.2 Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti-*fraud*. / Public Company has an anti-corruption and anti-fraud policy.	**Terpenuhi / Complied** Kebijakan tersebut telah diatur di dalam Pedoman Pengendalian Gratifikasi dan Pedoman Perilaku/*Code of Conduct* (CoC) Perusahaan serta pengkinian SK Unit Pengendalian Gratifikasi dan SK GCG Officer dalam mendukung pelaksanaan kebijakan anti korupsi/ penyuapan/fraud. / The policy has been regulated in the Gratuity Control Guidelines and the Company's Code of Conduct (CoC), as well as the updating of the Decree of the Gratuity Control Unit and the Decree of the GCG Officer in supporting the implementation of anti-corruption/bribery/fraud policies.	603-619
	7.3 Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan Pemasok atau Vendor. / Public Company has a policy regarding the selection and capacity building of Suppliers or Vendors.	**Terpenuhi / Complied** Proses seleksi pemasok tercantum di SOP Pengadaan Barang dan Jasa Perusahaan. / The supplier selection process is listed in the Company's Goods and Services Procurement SOP.	622-625
	7.4 Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak Kreditur. / Public Company has a policy regarding the fulfillment of Creditors' rights.	**Terpenuhi / Complied** Perusahaan mengatur kebijakan tentang pemenuhan hak-hak Kreditur dalam Pedoman GCG dan Pedoman Perilaku (*Code of Conduct*) Perusahaan. / The Company regulates policies regarding the fulfillment of Creditor rights in the Company's GCG Guidelines and Code of Conduct.	589-590
	7.5 Perusahaan Terbuka memiliki kebijakan *Whistleblowing System*. / Public Company has a Whistleblowing System policy.	**Terpenuhi / Complied** Kebijakan *Whistleblowing System* diatur di dalam Prosedur Pelaporan Pelanggaran/*Whistleblowing System* (WBS) dan Manual WBS. / The Whistleblowing System policy is regulated in the Whistleblowing System (WBS) SOP and the WBS Manual.	595-600

Implementasi Pedoman Tata Kelola Perusahaan Terbuka / *Implementation of Public Company Governance Guidelines*			
Prinsip / *Principle*	**Rekomendasi / *Recommendation***	**Penerapan di Semen Baturaja / *Implementation at Semen Baturajaip***	**Halaman Pemenuhan / *Fulfilled on Page***
	7.6 Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan Karyawan. / Public Company has a policy of providing long-term incentives to Directors and Employees.	**Terpenuhi / Complied** Kebijakan insentif jangka panjang kepada Direksi mengacu pada surat Direktur Keuangan dan Manajemen Portofolio PT Semen Indonesia (Persero) Nomor 001525/SM/SUP50000793/2000/09.2024 tanggal 25 September 2024 tentang Penetapan Tantiem Tahun Buku 2023 serta Gaji Direksi dan Honorarium Dewan Komisaris berikut Tunjangan dan Fasilitas Lainnya untuk Tahun Buku 2024, sedangkan untuk Karyawan, kebijakan tersebut terdapat dalam Perjanjian Kerja Bersama (PKB). / The long-term incentive policy for the Board of Directors refers to the letter of the Director of Finance and Portfolio Management of PT Semen Indonesia (Persero) Number 001525/SM/SUP50000793/2000/09.2024 dated September 25, 2024, on the Determination of Tantiem for the 2023 Fiscal Year and the Salary of the Board of Directors and Honorarium of the Board of Commissioners along with Allowances and Other Facilities for the 2024 Fiscal Year, while for Employees, the policy is contained in the Collective Labor Agreement (PKB).	501
Aspek 5 / Aspect 5			
Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi / Principle 8 Improving the Implementation of Information Disclosure	8.1 Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. / Public Company utilize information technology more widely in addition to Websites as a medium for information disclosure.	**Terpenuhi / Complied** Selain *website*, Perusahaan memanfaatkan teknologi informasi dan aplikasi media sosial lainnya seperti melalui portal internal, email, Instagram, X, Facebook dan YouTube. / 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.	173-175, 627-631
	8.2 Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. / 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.	**Terpenuhi / Complied** Dalam Laporan Tahunan Tahun Buku 2024 telah mengungkapkan Struktur Pemegang Saham dengan Kepemilikan lebih dari 5% (lima persen) per 31 Desember 2024. / The Annual Report for Fiscal Year 2023 has disclosed the ownership structure of shareholders with more than 5% (five percent) ownership as of December 31, 2024.	145-150





07

Tanggung Jawab Sosial dan Lingkungan

Corporate Social and Environmental Responsibility

SMBR berupaya untuk mewujudkan Tujuan Pembangunan Berkelanjutan (TPB)/Sustainable Development Goals (SDGs).
SMBR strives to realize its Sustainable Development Goals (SDGs).







SMBR sebagai *corporate citizen* yang juga merupakan emiten publik, sekaligus Perusahaan yang mengelola Sumber Daya Alam di industri semen, 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. SMBR senantiasa memaksimalkan dalam pemberian nilai manfaat di bidang ekonomi, sosial, dan lingkungan kepada seluruh pemangku kepentingan.

Di samping itu, sebagai bagian dari Badan Usaha Milik Negara (BUMN), SMBR mengimplementasikan program kegiatan TJSL secara sistematis dan terpadu. Implementasi ini dilakukan untuk menjamin pelaksanaan, pencapaian keberhasilan, dan pengelolaan dampak dari program TJSL sesuai dengan prioritas dan/atau pencapaian dari tujuan Program TJSL BUMN. Pemenuhan TJSL yang dijalankan Perusahaan semakin diperkuat dengan regulasi terbaru, yaitu Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Miliki Negara yang menggantikan Peraturan

SMBR sebagai *corporate citizen* yang juga merupakan emiten publik, sekaligus Perusahaan yang mengelola Sumber Daya Alam di industri semen, 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. SMBR senantiasa memaksimalkan dalam pemberian nilai manfaat di bidang ekonomi, sosial, dan lingkungan kepada seluruh pemangku kepentingan.

Di samping itu, sebagai bagian dari Badan Usaha Milik Negara (BUMN), SMBR mengimplementasikan program kegiatan TJSL secara sistematis dan terpadu. Implementasi ini dilakukan untuk menjamin pelaksanaan, pencapaian keberhasilan, dan pengelolaan dampak dari program TJSL sesuai dengan prioritas dan/atau pencapaian dari tujuan Program TJSL BUMN. Pemenuhan TJSL yang dijalankan Perusahaan semakin diperkuat dengan regulasi terbaru, yaitu Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Miliki Negara yang menggantikan Peraturan



Menteri Badan Usaha Milik Negara 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.

Secara berkala, SMBR akan terus memberikan kontribusi yang positif kepada masyarakat dan lingkungan. Dalam aktivitas operasionalnya, SMBR berupaya untuk mewujudkan Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs), yaitu melakukan 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. Upaya tersebut dilakukan oleh SMBR dengan mewujudkan realisasi program TJSL dengan optimal kepada seluruh pemangku kepentingan Perusahaan.

Menteri Badan Usaha Milik Negara 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.

Secara berkala, SMBR akan terus memberikan kontribusi yang positif kepada masyarakat dan lingkungan. Dalam aktivitas operasionalnya, SMBR berupaya untuk mewujudkan Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs), yaitu melakukan 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. Upaya tersebut dilakukan oleh SMBR dengan mewujudkan realisasi program TJSL dengan optimal kepada seluruh pemangku kepentingan Perusahaan.

Program TJSL SMBR dilaksanakan dengan mengacu pada 4 (empat) pilar utama TJSL BUMN. Pilar TJSL mencakup pada 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 Pemukiman yang Berkelanjutan;
(12) Konsumsi dan Produksi yang Bertanggung Jawab;
(13) Penanganan Perubahan Iklim;
(14) Ekosistem Lautan;
(15) Ekosistem Daratan;
(16) Perdamaian, Keadilan dan Kelembagaan yang Tangguh;
(17) Kemitraan untuk Mencapai Tujuan.

Program TJSL SMBR dilaksanakan dengan mengacu pada 4 (empat) pilar utama TJSL BUMN. Pilar TJSL mencakup pada 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 Pemukiman yang Berkelanjutan;
(12) Konsumsi dan Produksi yang Bertanggung Jawab;
(13) Penanganan Perubahan Iklim;
(14) Ekosistem Lautan;
(15) Ekosistem Daratan;
(16) Perdamaian, Keadilan dan Kelembagaan yang Tangguh;
(17) Kemitraan untuk Mencapai Tujuan.

PILAR PROGRAM TJSL SMBR

SMBR TJSL PROGRAM PILLARS



Program TJSL SMBR diharapkan dapat meningkatkan *corporate image* dan memperkuat *corporate business*. program TJSL SMBR juga ditujukan untuk dapat memberikan dampak positif bagi masyarakat dan lingkungan untuk mencapai Tujuan Pembangunan Berkelanjutan.

Di tahun 2024, realisasi program TJSL SMBR yang dilakukan adalah sebagai berikut:

Program TJSL SMBR diharapkan dapat meningkatkan *corporate image* dan memperkuat *corporate business*. program TJSL SMBR juga ditujukan untuk dapat memberikan dampak positif bagi masyarakat dan lingkungan untuk mencapai Tujuan Pembangunan Berkelanjutan.

Di tahun 2024, realisasi program TJSL SMBR yang dilakukan adalah sebagai berikut:

Pilar Pembangunan Sosial • Social Development Pillar



2 Februari • February 2

Bantuan Sarana Prasarana Pemadam Kebakaran untuk Pemda OKU

PT Semen Baturaja Tbk sebagai salah satu perusahaan besar di Kabupaten OKU ikut berpartisipasi dalam berbagai program Pemerintah Daerah Kabupaten OKU, untuk kepentingan kemajuan daerah dan pemberdayaan sosial. Kali ini Semen Baturaja memberikan bantuan berupa sarana prasarana pemadam kebakaran untuk Pemerintah Kabupaten OKU.

Guna mendukung pelaksanaan tugas pokok dan fungsi serta tercapainya standar pelayanan minimal Dinas Pemadam Kebakaran dan Penyelamatan di bidang pemadam kebakaran dan penyelamatan. Melalui bantuan ini diharapkan dapat bermanfaat bagi masyarakat OKU terutama untuk *ring* 1 Perusahaan.

Fire Fighting Infrastructure Assistance for OKU Local Government

PT Semen Baturaja Tbk as one of the large companies in OKU Regency participated in various programs of the OKU Regency Government for the benefit of regional progress and social empowerment. Semen Baturaja provided assistance in the form of firefighting infrastructure for the OKU Regency government.

The assistance aims at supporting the implementation of the main tasks and functions and the achievement of minimum service standards for the Fire and Rescue Service. This assistance is expected to be beneficial for the OKU community, especially for the Company's Ring 1 area.



28 Maret • March 28

Kegiatan Safari Ramadhan 1445 H / 2024 M

PT Semen Baturaja Tbk turut serta dalam kegiatan Pengajian Safari Ramadhan Pemerintah Provinsi Sumatera Selatan 1445 H / 2024 M yang dilaksanakan di Hotel Aryaduta Palembang. SMBR menyalurkan bantuan untuk Penyandang Disabilitas, Anak Yatim, Dhuafa dan Santri Tahfidz serta Peralatan Masjid di sekitar perusahaan. Penyerahan bantuan tersebut secara simbolis bersamaan dengan Kegiatan Pengajian Ramadhan 1445 Hijriah SMBR Bersama dengan Pemerintah Provinsi Sumatera Selatan (Pemprov Sumsel) yang berlangsung di Palembang, Sumatera Selatan pada Kamis, 28/3/2024 di Hotel Aryaduta Palembang. Bantuan dari CSR SMBR diberikan kepada 5 anak penyandang disabilitas di Palembang, 8 anak penyandang diabilitas di Baturaja, dan sarana prasarana ke 8 Masjid di Baturaja OKU.

Safari Ramadhan 1445 H / 2024 M

PT Semen Baturaja Tbk participated in the Safari Ramadhan Recital Activity of the South Sumatera Provincial Government 1445 H / 2024 M which was held at the Aryaduta Hotel, Palembang. SMBR distributed assistance to the Disabled, Orphans, Underprivileged and Tahfidz Students as well as Mosque Equipment around the Company. The symbolic handover of the assistance coincided with the SMBR 1445 Hijriah Ramadhan Recital Activity together with the South Sumatera Provincial Government (Pemprov Sumsel) which took place in Palembang, South Sumatera on Thursday, 3/28/2024 at the Aryaduta Hotel, Palembang. Assistance from SMBR's CSR was given to 5 children with disabilities in Palembang, 8 children with disabilities in Baturaja, and infrastructure to 8 Mosques in Baturaja OKU.

Pilar Pembangunan Sosial • Social Development Pillar



7 Mei • May 7

Kegiatan Tanggap Bencana Banjir di Kabupaten Oku

Melalui Program Tanggap Bencana *Unit of CSR* PT Semen Baturaja Tbk memberikan bantuan kepada masyarakat Kabupaten OKU yang terkena bencana banjir. Bantuan yang diberikan meliputi air bersih (membantu mensuplai air bersih kepada korban banjir dengan menurunkan dua unit mobil pemadam kebakaran milik perusahaan dengan total kapasitas 14 ribu liter), 2 unit dapur umum, bantuan sembako untuk 6 kelurahan di wilayah Ring 1 (200 kilogram beras, 100 dus mie instan, 10 peti telur, 20 kaleng susu, 20 kotak teh, 20 kotak kopi, 50 kilogram gula pasir, 100 kaleng sarden, 100 dus air mineral) untuk membantu meringankan beban warga yang terdampak bencana banjir.

Flood Disaster Response in OKU Regency

Through the Disaster Response Program, the Unit of CSR of PT Semen Baturaja Tbk provided assistance to the people of OKU Regency affected by the flood disaster. The assistance provided includes clean water (helping to supply clean water to flood victims by deploying two company-owned fire trucks with a total capacity of 14 thousand liters), 2 public kitchens, basic food assistance for 6 sub-districts in the Ring 1 area (200 kilograms of rice, 100 boxes of instant noodles, 10 crates of eggs, 20 cans of milk, 20 boxes of tea, 20 boxes of coffee, 50 kilograms of granulated sugar, 100 cans of sardines, 100 boxes of mineral water) to help ease the burden on residents affected by the flood disaster.



14 - 16 Juni • June 14 - 16

Bantuan Sapi Qurban Semen Baturaja 2024

Dalam rangka memperingati hari Raya Idul Adha 1445 Hijriah, PT Semen Baturaja Tbk melalui *Unit of CSR* memberikan 12 hewan kurban untuk masyarakat terutama masyarakat *ring* 1 Perusahaan.

Penyaluran dilakukan secara bertahap mulai dari Hari Jumat 14 Juni 2024 hingga hari minggu 16 Juni 2024 di sekitar area operasional perusahaan di Baturaja dan Semen Baturaja.

Sacrificial Animal Assistance from Semen Baturaja 2024

In order to commemorate Eid al-Adha 1445 Hijriah, PT Semen Baturaja Tbk through the CSR Unit provided 12 sacrificial animals for the community, especially the community in Ring 1 area of the Company.

Distribution was carried out in stages starting from Friday, June 14, 2024 to Sunday, June 16, 2024 around the Company's operational area in Baturaja and Semen Baturaja stakeholders.



26 September • September 26

Bantuan Sembako Pemerintah Provinsi Sumatera Selatan (Pemprov Sumsel)

Semen Baturaja mendukung kegiatan Pemprov Sumsel dalam rangka Program Penanganan Kemiskinan Ekstrem (PKE) serentak dengan berbagi sembako kepada masyarakat miskin di wilayah Sumsel. Semen Baturaja turut menyumbangkan 500 paket sembako yang terdiri dari beras 10 kg dan 1 dus mie instan.

South Sumatera Provincial Government's Basic Food Assistance

Semen Baturaja supports the activities of the South Sumatera Provincial Government in the context of the Extreme Poverty Handling Program (PKE) simultaneously by distributing basic food packages to the underprivileged people in South Sumatera Province. Semen Baturaja also donated 500 basic food packages consisting of 10 kg of Rice and 1 box of Instant Noodles.

Pilar Pembangunan Sosial • Social Development Pillar



17 Oktober • October 17

Poslansia Ganesha Pemeriksaan Kesehatan Lansia

Salah satu bentuk kepedulian Semen Baturaja dan Ikatan Istri Karyawan Semen Baturaja (IIKSB) terhadap para lanjut usia (lansia) dengan meresmikan Pos Pelayanan Terpadu Lansia (Poslansia) di Klinik Pratama Semen Baturaja, Kabupaten OKU pada hari Kamis, 17 Oktober 2024. Poslansia bertujuan untuk mendukung kesehatan dan kesejahteraan lansia, khususnya pensiunan SMBR, dengan layanan pemeriksaan kesehatan gratis, penyuluhan serta aktivitas fisik ringan.

Poslansia Ganesha Elderly Health Check-up

One form of concern from Semen Baturaja and the Semen Baturaja Employee Housewives Association (IIKSB) towards the elderly people is by inaugurating of the Integrated Elderly Service Post (Poslansia) at the Semen Baturaja Pratama Clinic, OKU Regency on Thursday, October 17, 2024. Poslansia aims to support the health and welfare of the elderly, especially SMBR retirees, with free health check-up services, counseling, and light physical activities.



14 November • November 14

Bantuan Santunan Pendidikan HUT SMBR ke-50

Dalam rangka merayakan HUT ke-50, Semen Baturaja memberikan bantuan santunan pendidikan sebesar Rp166 juta kepada beberapa siswa/siswi tingkat SD, SMP, SMA dan Perguruan Tinggi.

Melalui bantuan ini diharapkan dapat membantu meringankan biaya pendidikan, sehingga dapat meningkatkan kualitas pendidikan bagi masyarakat yang kurang mampu.

Educational Assistance on SMBR's 50th Anniversary

Semen Baturaja provided educational assistance of Rp166 million to several elementary, junior high, high school, and college students to celebrate its 50th anniversary.

It is hoped that through this assistance, it can help ease the cost of education, thus improving the quality of education for the underprivileged community.

Pilar Pembangunan Ekonomi • Economic Development Pillar



27 Agustus • Agustus 27

Pelatihan Desain *Branding* dan *Packaging* Rumah BUMN Baturaja

Semen Baturaja melalui Rumah BUMN Baturaja menggelar pelatihan desain *Branding* dan *Packaging* Produk di Hotel Kemuning Baturaja. Pelatihan ini diikuti oleh 50 Peserta yang merupakan UMKM di Baturaja. Sebagian peserta merupakan Mitra Binaan Semen Baturaja dan Mitra Binaan Rumah BUMN Baturaja.

Pelatihan ini bertujuan membantu mitra meningkatkan kualitas dan daya saing produk UMKM di pasar. Melalui bimbingan Reza Apriandi yang merupakan *founder* Boesku Indonesia, para peserta memperoleh wawasan tentang *branding*, desain kemasan dan teknik fotografi produk yang dipraktikkan langsung saat itu.

Branding and Packaging Design Training of Rumah BUMN Baturaja

Semen Baturaja through Rumah BUMN Baturaja held a Product Branding and Packaging design training at the Kemuning Baturaja Hotel. This training was attended by 50 participants who are included in Baturaja's MSMEs. Some of the participants are Semen Baturaja Fostered Partners and Rumah BUMN Baturaja Fostered Partners.

This training aims to help partners improve the quality and competitiveness of MSME products in the market. Through the guidance of Reza Apriandi who is the Founder of Boesku Indonesia, the participants gained insight into branding, packaging design, and product photography techniques that were practiced directly during the training.



5-8 September • September 5-8

Hari UMKM Nasional 2024

Rumah BUMN Baturaja mengajak Mitra Binaan berpartisipasi dalam memeriahkan Hari UMKM Nasional tahun 2024. kegiatan ini di laksanakan pada 5-8 September 2024 di Dining Hall Jakabaring Sport City Palembang.

Melalui kegiatan ini diharapkan dapat meningkatkan pendapatan mitra serta memperkenalkan produk mitra ke masyarakat luas.

National MSME Day 2024

Rumah BUMN Baturaja invited Fostered Partners to participate in enlivening National MSME Day 2024. This activity was held on September 5-8, 2024 at the Dining Hall Jakabaring Sport City Palembang.

This activity is expected to increase partner income and introduce partner products to the wider community.



5-6 Oktober • October 5-6

Kegiatan Karya Nyata Festival Vol 11

Semen Baturaja ikut berpartisipasi dalam kegiatan Karya Nyata Festival Vol 11 yang dilaksanakan pada 5-6 Oktober 2024 di halaman DPRD Provinsi Sumatera Selatan, Palembang. Melalui Rumah BUMN Baturaja Semen Baturaja melibatkan 10 UMKM binaannya dalam kegiatan ini. Diharapkan melalui pameran ini dapat memberikan kesempatan bagi mitra binaan untuk memperkenalkan produk mereka kepada masyarakat luas, sekaligus memperluas jaringan bisnis dan potensi pemasaran produk mitra.

Karya Nyata Festival Vol 11

Semen Baturaja participated in the Karya Nyata Festival Vol 11 which was held on October 05-06, 2024 in the yard of the South Sumatera Provincial DPRD, Palembang. Through the Rumah BUMN Baturaja, Semen Baturaja involved 10 of its fostered MSMEs in this activity. It is hoped that this exhibition can provide an opportunity for fostered partners to introduce their products to the wider community, while expanding the business network and marketing potential of partner products.

Pilar Pembangunan Ekonomi • Economic Development Pillar



24 Desember • December 24

Workshop* Kewirausahaan & Peningkatan Kreativitas Milenial Pelatihan Henna *Art & Design

Semen Baturaja bersama Rumah BUMN Baturaja menyelenggarakan *Workshop* kewirausahaan & peningkatan kreativitas milenial melalui kegiatan pelatihan Henna *Art & Design*. Kegiatan ini didukung oleh seorang Profesional Henna *Artist* dari Palembang yaitu Ulie Ag dari Syahenna Palembang.

Kegiatan ini dilaksanakan pada hari Selasa, 24 Desember 2024 di Aula Ganesha PT Semen Baturaja Tbk. Peserta yang mengikuti kegiatan ini berasal dari berbagai kalangan, mulai dari UMKM, Ibu rumah tangga, Henna *Art* Pemula, serta IIKSB. Total peserta yang mengikuti kegiatan ini sebanyak 35 orang. Program ini merupakan salah satu bentuk pemberdayaan perempuan milenial agar lebih mandiri secara sosial dan ekonomi.

Entrepreneurship Workshop & Increasing Millennial Creativity Henna Art & Design Training

Semen Baturaja together with Rumah BUMN Baturaja held an Entrepreneurship Workshop & Increasing Millennial Creativity through Henna Art & Design training activities. This activity was supported by a Professional Henna Artist from Palembang, namely Ulie Ag from Syahenna Palembang.

This activity was held on Tuesday, December 24, 2024 at the Ganesha Hall of PT Semen Baturaja, Tbk. Participants who took part in this activity came from various backgrounds, ranging from MSMEs, housewives, Beginner Henna Art, and IIKSB. The total number of participants who took part in this activity was 35 people. This program is a form of empowering millennial women to be more independent socially and economically.

Pilar Pembangunan Lingkungan • Environmental Development Pillar



17 Juli • July 17

Bantuan Penyuluhan dan Pelatihan Tanggap Darurat Penanggulangan Bencana Untuk Warga Ring 1

Semen Baturaja melaksanakan penyuluhan dan pelatihan tanggap darurat penanggulangan bencana untuk warga *ring* 1 bertempat di Kantor Kelurahan Talang Jawa pada hari Rabu 17 Juli 2024. Kegiatan ini meliputi penyuluhan tanggap darurat bencana dari BPBD OKU dan pelatihan simulasi pemadam kebakaran di rumah tangga dari Dinas Pemadam Kebakaran Pemkab OKU.

Emergency Response Counseling and Training Assistance for Disaster Management for Ring 1 Residents

Semen Baturaja conducted counseling and training on emergency response to disaster management for residents of ring 1 at the Talang Jawa Village Office on Wednesday, July 17, 2024. This activity included counseling on emergency response to disasters from the OKU BPBD and household firefighting simulation training from the OKU Regency Government Fire Department.

Informasi lebih lanjut mengenai program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan di tahun 2024, secara komprehensif telah diungkapkan di dalam Laporan Keberlanjutan Tahun Buku 2024 yang disajikan secara terpisah. Namun secara sekilas disajikan di dalam bab Tanggung Jawab Sosial Lingkungan ini, dan menjadi bagian yang tidak terpisahkan dari Laporan Tahunan ini.

Di dalam Laporan Keberlanjutan SMBR tahun buku 2024, disusun berdasarkan ketentuan 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.

Further information regarding the Company's Social and Environmental Responsibility (TJSL) program in 2024 has been comprehensively disclosed in the 2024 Fiscal Year Sustainability Report which is presented separately. However, it is briefly presented in this Environmental Social Responsibility chapter, and is an inseparable part of this Annual Report.

SMBR's Sustainability Report for the 2024 fiscal year was prepared based on the provisions of the Financial Services Authority Circular Letter No. 16/SEOJK.04/2021, which includes the following points:

- Explanation of Sustainability Strategy;
- Overview of Sustainability Performance Aspects (Economic, Social, and Environmental);
- Brief Profile of the Issuer or Public Company;
- Explanation from the Board of Directors;
- Sustainability Governance;
- Sustainability Performance;
- Written Verification from an Independent Party;
- Feedback Sheet for Readers; And
- Company Response to Previous Year Report Feedback.

Surat Pernyataan Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2024 PT Semen Baturaja Tbk

Board of Commissioners and Board of Directors Statement of Accountability for 2024 Annual Report of PT Semen Baturaja Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan 2024 PT Semen Baturaja Tbk telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan PT Semen Baturaja Tbk. Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 30 April 2025

We, the signatories, hereby stated that all information contained in the 2024 Annual Report of PT Semen Baturaja Tbk has been comprehensively presented and that we are fully accountable for the accuracy of the content of PT Semen Baturaja Tbk Annual Report. This Statement is made truthfully.

Jakarta, April 30, 2025

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

ALEXISKANDAR MUNAF
Komisaris Utama/ Independen
President/ Independent Commissioner

HADI DARYANTO
Komisaris
Commissioner

INOSENTIUS SAMSUL
Komisaris
Commissioner

CHOWADJA SANOVA
Komisaris Independen
Independent Commissioner

DIREKSI
BOARD OF DIRECTORS

SUHERMAN YAHYA
Direktur Utama
President Director

MUHAMMAD SYAFITRI
Direktur Operasi
Director of Operations

RAHMAT HIDAYAT
Direktur (Fungsi Keuangan dan SDM)
Director (Finance and HC Function)

Halaman ini sengaja dikosongkan

This page is intentionally left blank

Indeks Referensi SEOJK No.16/ SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan atau Perusahaan Publik

SEOJK Reference Index No.16/SEOJK.04/2021 concerning the Form and Content of Annual Reports or Public Companies

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
I. KETENTUAN UMUM / GENERAL PROVISIONS		
1. 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.	1. Annual Report of Issuers or Public Companies is the source or important information for investors or shareholders as the basis for consideration to make decision regarding investment, as well as the supervision medium on Issuers or Public Companies.	✓
2. Seiring dengan perkembangan Pasar Modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk meningkatkan kualitas keterbukaan informasi melalui Laporan Tahunan Emiten atau Perusahaan Publik.	2. In line with the development of Capital Market and the rising needs of investors or shareholders for information disclosure, the Board of Directors and Board of Commissioners are required to improve the quality of information disclosure through the Annual Report of Issuers or Public Companies.	✓
3. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dalam memperoleh informasi yang dibutuhkan.	3. Annual Report that is prepared methodically and is informative may facilitate the investors or shareholders to obtain the required information.	✓
4. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan.	4. This Circular Letter of Financial Services Authority is a guideline for Issuers or Public Companies that must be applied in preparing the Annual Report.	✓
II. BENTUK LAPORAN TAHUNAN / FORM OF ANNUAL REPORT		
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	1. The Annual Report is presented in the form of printed documents and copies of electronic documents.	✓
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	2. The Annual Report presented in the form of printed documents, is printed on light-colored A4-sized paper of good quality, is bound, and can be reproduced in good quality.	✓
3. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format PDF.	3. The Annual Report presented in the form of a copy of electronic document is the Annual Report that is converted into PDF format.	✓
III. ISI LAPORAN TAHUNAN / ANNUAL REPORT CONTENT		
1. Ketentuan Umum a. Laporan Tahunan paling sedikit memuat informasi mengenai: 1) ikhtisar data keuangan penting; 2) informasi saham (jika ada); 3) laporan Direksi; 4) laporan Dewan Komisaris; 5) profil Emiten atau Perusahaan Publik; 6) analisis dan pembahasan manajemen; 7) tata kelola Emiten atau Perusahaan Publik; 8) tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik; 9) laporan keuangan tahunan yang telah diaudit; dan 10) surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan; b. 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;	**1. General Provisions** a. Annual report at least contains information about: 1) an overview of key financial data; 2) stock information (if any); 3) report of the Board of Directors; 4) report of the Board of Commissioners; 5) the profile of Issuers or Public Companies; 6) management discussion and analysis; 7) the profile of Issuers or Public Companies; 8) social and environmental responsibilities of the Issuers or Public Companies; 9) the audited annual financial statements; and 10) statements of members of the Board of Directors and the Board of Commissioners about responsibility for the Annual Report; b. The Annual Report can present information in the form of pictures, charts, tables, and/or diagrams by stating clear titles and/or descriptions so as to be easy to read and understand;	✓

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
2. Uraian Isi Laporan Tahunan	**2. Contents of Annual Report**	
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: 1) pendapatan/penjualan; 2) laba bruto; 3) laba (rugi); 4) jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; 5) total laba (rugi) komprehensif; 6) jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; 7) laba (rugi) per saham; 8) jumlah aset; 9) jumlah liabilitas; 10) jumlah ekuitas; 11) rasio laba (rugi) terhadap jumlah aset; 12) rasio laba (rugi) terhadap ekuitas; 13) rasio laba (rugi) terhadap pendapatan/penjualan; 14) rasio lancar; 15) rasio liabilitas terhadap ekuitas; 16) rasio liabilitas terhadap jumlah aset; dan 17) informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	**a. Key Financial Data Highlights** Key Financial Data Highlights contains financial information presented in the form of comparison for 3 (three) financial years or since the commencement of business if the Issuers or Public Companies run its business activities in less than three (3) years, which at least contains: 1) revenues/sales; 2) gross profit; 3) profit (loss); 4) the amount of profit (loss) that can be attributed to the owner of the parent entity and the non controlling interests; 5) total comprehensive (loss) profit; 6) the amount of comprehensive profit (loss) that can be attributed to the owner of the parent entity and the non controlling interests; 7) profit (loss) per share; 8) total assets; 9) total liabilities; 10) total equity; 11) the ratio of profit (loss) to total assets 12) the ratio of profit (loss) to equity; 13) the ratio of profit (loss) to revenues/sales; 14) current ratio; 15) liability to equity ratio; 16) liability to total assets ratio; and 17) information and other financial ratios that are relevant to the Issuers or Public Companies and the type of industry;	10-11, 20-25
b. Informasi Saham Informasi Saham (jika ada) paling sedikit memuat: 1) saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi: a) jumlah saham yang beredar; b) kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; c) harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan d) volume perdagangan pada Bursa Efek tempat saham dicatatkan; Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek; Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek; 2) Dalam hal terjadi aksi korporasi, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: a) tanggal pelaksanaan aksi korporasi; b) rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham; c) jumlah saham beredar sebelum dan sesudah aksi korporasi; d) jumlah efek konversi yang dilaksanakan (jika ada); dan e) harga saham sebelum dan sesudah aksi korporasi;	**b. Share Information** Share information (if any) at least contains: 1) shares that have been issued for each quarterly period (if any) presented in the form of comparison for the last 2 (two) financial years, which at least includes: a) the number of outstanding shares; b) market capitalization based on prices on the Stock Exchange where the shares are listed; c) the highest, lowest, and closing share prices on the Stock Exchange where the shares are listed; and d) trading volume on the Stock Exchange where the shares are listed; Information in letter a) is disclosed by the Issuer that is a Public Company whose shares are listed and not listed on Stock Exchange; Information in letters b), c) and d) is disclosed only if the Issuer is a Public Company whose shares are listed on Stock Exchange; 2) In case of corporate actions, such as stock split, reverse stock, stock dividends, bonus shares, and changes in the nominal value of the shares, stock information as outlined in Figure 1) shall be added with an explanation that at least cover: a) the date of the execution of corporate actions; b) stock split ratio, reverse stock, stock dividends, bonus shares, and changes to the nominal value of the shares; c) the number of outstanding shares before and after the corporate actions; d) the number of convertible securities (if any); and e) the number of shares before and after the corporate actions;	26-29

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
3) Dalam hal terjadi penghentian sementara perdagangan saham (*suspension*), dan/atau penghapusan pencatatan saham (*delisting*) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) tersebut; dan	3) In the event of temporary suspension of stock trading (suspension), and/or delisting of shares in the financial year, Issuers or Public Companies shall explain the reasons of the temporary suspension of stock trading (suspension) and/or share delisting; and	29
4) Dalam hal penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) tersebut;	4) In the event of temporary suspension of stock trading (suspension), and/or delisting of shares in the financial year as referred to in number 3) still continues until the end of Annual Report period, Issuers or Public Companies shall explain the actions taken to settle the temporary suspension of stock trading (suspension) and/or share delisting;	30
c. Laporan Direksi Laporan Direksi paling sedikit memuat: 1) uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi: a) strategi dan kebijakan strategis Emiten atau Perusahaan Publik; b) peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; c) proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; d) perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan e) kendala yang dihadapi Emiten atau Perusahaan Publik; 2) gambaran tentang prospek usaha; dan 3) penerapan tata kelola Emiten atau Perusahaan Publik;	**c. Board of Directors Report** Report of the Board of Directors at least contains: 1) a brief description about the performance of the Issuers or Public Companies, which at least includes the following: a) strategy and strategic policy of Issuers or Public Companies; b) role of the Board of Directors in formulating strategy and strategic policy of Issuers or Public Companies; c) process carried out by the Board of Directors to ensure the implementation of the strategy and strategic policy of Issuers or Public Companies; d) comparison between the results achieved and the target; and e) constraints faced by Issuers or Public Companies; 2) description about business prospects; 3) the implementation of governance of Issuers or Public Companies; and	68-93
d. Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat: 1) penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik; 2) pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik; 3) pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; 4) pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik; dan 5) frekuensi dan cara pemberian nasihat kepada anggota Direksi;	**d. Board of Commissioners Report** Report of the Board of Commissioners at least contain: 1) assessment of the performance of the Board of Directors regarding the management of the Issuers or Public Companies; 2) supervision of the implementation of the strategy of the Issuers or Public Companies; 3) opinion on business outlook of Issuers or Public Companies prepared by the Board of Directors 4) opinion on the implementation of governance of Issuers or Public Companies; and 5) the frequency and advice-giving method to members of the Board of Directors;	42-67
e. Profil Emiten atau Perusahaan Publik Profil Emiten atau Perusahaan Publik paling sedikit memuat: 1) nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku; 2) akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: a) alamat; b) nomor telepon; c) nomor faksimile; d) alamat surat elektronik; dan e) alamat Situs Web;	**e. Profile of Issuers or Public Companies** The profile of Issuers or Public Companies at least contains: 1) the name of Issuers or Public Companies including when there is a name change, the reason for the change, and the effective date of name changes in the financial year; 2) access to Issuers or public companies including branch office or representative office which allows the public to obtain information regarding Issuers or Public Companies, including: a) address; b) phone number; c) fax number; d) electronic mail address; and e) Website address;	96-97
3) riwayat singkat Emiten atau Perusahaan Publik;	3) brief history of Issuers of Public Companies;	98-103
4) visi dan misi Emiten atau Perusahaan Publik;	4) vision and mission of Issuers or Public Companies;	116-117
5) kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	5) business activities according to the latest articles of association, business activities implemented in the fiscal year, as well as the type of goods and/or services produced;	105-113

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
6) wilayah operasional Emiten atau Perusahaan Publik; Wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan;	6) operational areas of Issuers or Public Companies; Operational areas refer to areas or locations where operational activities are conducted or the reach of the company's operational activities territory;	114
7) struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;	7) the organizational structure of the Issuers or Public Companies in the form of charts, at least up to the structure of a 1 (one) level below the Board of Directors, accompanied by the name and job title;	120-125
8) daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	8) list of industrial association memberships in both national and international level related to the implementation of sustainable financing;	119
9) profil Direksi, paling sedikit memuat: a) nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; b) foto terbaru; c) usia; d) kewarganegaraan; e) riwayat pendidikan dan/atau sertifikasi; f) riwayat jabatan, meliputi informasi: (1) dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; (2) 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 diungapkan mengenai hal tersebut; dan (3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; g) pendidikan dan/atau pelatihan yang telah diikuti anggota Direksi dalam meningkatkan kompetensi dalam tahun buku (jika ada); h) hubungan Afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, dan 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 i) perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	9) profile of Board of Directors, at least contains: a) name and position in accordance with the duties and responsibilities; b) latest photos; c) age; d) citizenship; e) history of education and/or certifications; f) career history, including: (1) legal basis for appointment as a member of the Board of Directors in the Issuers or Public Companies concerned; (2) the double title, both as a member of the Board of Directors, member of the Board of Commissioners, and/or members of the committee as well as other positions both inside or outside of Issuers or Public Companies. If the member of the Board of Directors does not hold double positions, the information should be disclosed; and (3) work experience and the period of time both inside and outside of Issuers or Public Companies: g) education and/or training which have been followed in improving the competence of the Board of Directors in the financial year (if any); h) affiliation with other members of the Board of Directors, members of the Board of Commissioners, the majority and controlling shareholders, be it directly or indirectly, up to the ultimate owner, including the names of the affliated parties. In case members of the Board of Directors have no affliation, Issuers or Public Companies shall disclose it; and i) changes in the composition of members of the Board of Directors and the reasons thereof. If there is no change in the composition of members of the Board of Directors, such information shall be disclosed;	130-133
10) profil Dewan Komisaris, paling sedikit memuat: a) nama dan jabatan; b) foto terbaru; c) usia; d) kewarganegaraan; e) riwayat pendidikan dan/atau sertifikasi; f) riwayat jabatan, meliputi informasi: (1) dasar hukum pengangkatan sebagai anggota Dewan Komisaris; (2) dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan; (3) 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 diungapkan mengenai hal tersebut; dan (4) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; g) pendidikan dan/atau pelatihan yang telah diikuti anggota Dewan Komisaris dalam meningkatkan kompetensi dalam tahun buku (jika ada);	10) profile of the Board of Commissioners, at least contains: a) name and position; b) latest photos; c) age; d) citizenship; e) history of education and/or certifications; f) career history, including information: (1) legal basis of appointment as a member of Board of Commissioners; (2) legal basis for first-time appointment as a member of the Board of Commissioners who is not an independent Commissioner in Issuers or Public Companies concerned; (3) double positions, both as a member of the Board of Directors, member of the Board of Commissioners, and/or members of the committee as well as other positions both inside or outside of Issuers or Public Companies. If the member of the Board of Commisioners does not hold double positions, the information shall be disclosed; and (4) work experience and the period of time both inside and outside of Issuers or Public Companies; g) education and/or training which have been followed in improving the competence of the Board of Commissioners in the financial year (if any);	126-129

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
h) hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan 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; dan	h) affiliation with other members of the Board of Commissioners and the majority and controlling shareholders, be it directly or indirectly, up to the ultimate owner, including the names of the affliated parties. In case members of the Board of Commissioners have no affliation, Issuers or Public Companies shall disclose it; and	
i) pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	i) statement of the independence of the Independent Commissioner in terms of Independent Commissioner has served for more than 2 periods.	
j) perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	j) changes in the composition of members of the Board of Commissioners and the reasons thereof. If there is no change in the composition of members of the Board of Commissioners, such information shall be disclosed;	
11) dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	11) in the event of a change in the composition of the members of the Board of Directors and/or members of the Board of Commissioners that occurrs after the end of financial year until the deadline for submission of the Annual Report, the composition disclosed in the annual report shall be the last and previous composition of members of the Board of Directors and/or the Board of Commissioners;	
12) jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku. Pengungkapan informasi dapat disajikan dalam bentuk tabel;	12) the number of employees based on gender, position, age, education level, and employment status (permanent/temporary) in the fiscal year. The information disclosure may be presented in tables;	145, 181-187
13) nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari: a) pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; 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 c) kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik;	13) the name of the shareholders and the percentage of ownership at the end of the fiscal year, which consists of: a) shareholders who have a 5% (five percent) or more of the shares of Issuers or Public Companies; b) members of the Board of Directors and members of Board of Commissioners who have shares of Issuers or Public Companies. In case all members of the Board of Directors and/or the Board of Commissioners do not own shares therein, the information shall be disclosed; and c) a group of public shareholders, i.e. the group of shareholders that each has less than 5% (five percent) of the shares of Issuers or Public Companies;	145-152
14) persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; 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.	14) percentage of indirect shares owned by members of the Board of Directors and Board of Commissioners of Issuers or Public Companies in the Issuers or Public Companies at the start and end of the fiscal year, including information on shareholders listed on the shareholder register for the interest of indirect share ownership of members of Board of Directors and Board of Commissioners; In case all members of the Board of Directors and/or the Board of Commissioners do not own indirest shares therein, the information shall be disclosed; and	145-152
15) jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: a) kepemilikan institusi lokal; b) kepemilikan institusi asing; c) kepemilikan individu lokal; dan d) kepemilikan individu asing;	15) the number of shareholders and the percentage of share ownership per end of financial year by classification: a) Ownership of local institutions; b) Ownership of a foreign institution; c) Individual local ownership; and d) Individual foreign ownership;	145-152
16) informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	16) information regarding the majority and controlling shareholders and Issuers or Public Companies, either directly or indirectly, up to the individual owners, presented in the form of a scheme or a chart;	145-152
17) nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada); Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;	17) name of subsidiaries, associated companies, joint venture in which the Issuers or Public Companies have common control with the entity, together with their percentage of share ownership, line of business, total assets, and operating status of Issuers or Public Companies (if any); For subsidiaries, information about the address of the subsidiaries is added;	153-154

	KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
	18) kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan, 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);	18) share-listing chronology, number of shares, nominal value, and the offering price from the beginning of the share listing until the end of the fiscal year as well as the name of the Stock Exchange where the shares of Issuers or Public Companies are listed, including stock split, reverse stock, dividend shares, bonus shares, and changes in share par value, implementation of securities conversion, implementation of capital addition and reduction (if any);	156-157
	19) informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18, yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	19) other securities listing chronology other than securities as referred to in number 18, which has not matured in the fiscal year, at least covering the securities name, year of issuance, interest rate/return, maturity date, offering value, and securities rating (if any);	157
	20) informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: a) nama dan alamat; b) periode penugasan; c) informasi jasa audit dan/atau non audit yang diberikan; d) biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan e) dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	20) information on the use of services from Public Accountant (PA) and Public Accounting Firm (PAF) along with its network/associations/alliances, covering: a) name and address; b) period of service; c) information on the audit and/or non-audit services provided; d) audit and/or non-audit fee for each service provided in the fiscal year; and e) if the appointed PA and PAF along with its network/associations/alliances do not provide any non-audit services, the information shall be disclosed; and Information disclosure on the use of services from Public Accountant (PA) and Public Accounting Firm (PAF) along with its network/associations/alliances may be presented in tables.	158
	21) nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP;	21) name and address of institutions and/or professionals supporting the capital market other than PA and PAF;	159
f.	**Analisis dan Pembahasan Manajemen** 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:	**f.** **Management Discussion and Analysis** Management discussion and analysis explains analysis and discussion of the financial statements and other important information with an emphasis on material changes that occurred during the fiscal year, i.e. at least covering:	
	1) tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: a) produksi, yang meliputi proses, kapasitas, dan perkembangan-nya; b) pendapatan/penjualan; dan c) profitabilitas;	1) operational overview per operating segment according to the type of industry of Issuers or Public Companies, at least explaining: a) the production, which includes the processes, capacity, and its development; b) revenues/sales; and c) profitability;	292-297
	2) kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: a) aset lancar, aset tidak lancar, dan total aset; b) liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; c) ekuitas; d) pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan e) arus kas;	2) comprehensive financial performance that includes a comparison of financial performance in the last 2 (two) financial years, an explanation of the causes of changes and the impact of those changes, at least about: a) current assets, non current assets, and total assets; b) current liabilities, non current liabilities, and total liabilities; c) equity; d) sales/revenue, expense, profit (loss), other comprehensive income, and total comprehensive profit (loss); e) cash flow;	304-329
	3) kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	3) solvency, by presenting the relevant ratio calculation;	332-335
	4) tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	4) receivable collectability rate of Issuers or Public Companies by presenting the relevant ratio calculation;	334-335
	5) struktur modal (*capital structure*) dan kebijakan manajemen atas struktur modal (*capital structure*) tersebut disertai dasar penentuan kebijakan dimaksud;	5) the capital structure and management policy on capital structure are accompanied with the basis of determination of the policies;	336-338

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
6) bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi: a) tujuan dari ikatan tersebut; b) sumber dana yang diharapkan untuk memenuhi ikatan tersebut; c) mata uang yang menjadi denominasi; dan d) langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	6) Discussion about material commitments for capital goods investment with explanation which at least includes: a) the purpose of the commitments; b) the expected source of funding to meet the commitments; c) the currency for the denomination; and d) the planned steps of Issuers or Public Companies to protect the risk of the position of the foreign currency;	339
7) bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi: a) jenis investasi barang modal; b) tujuan investasi barang modal; dan c) nilai investasi barang modal yang dikeluarkan;	7) Discussion about capital goods investment which are realized in the last financial year, at least include the following: a) type of capital goods investment; b) type of capital goods investment; and c) the investment value of the capital goods spent;	339-340
8) informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	8) Information and material facts that occur after balance sheet date (if any);	347-350
9) prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	9) Business prospects of the Issuers or Public Companies associated with the condition of the industry, the economy in general and the international market accompanied by quantitative supporting data from reliable data sources;	353-354
10) perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: a) pendapatan/penjualan; b) laba (rugi); c) struktur modal (capital structure); atau d) hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	10) A comparison between the target/projections at the beginning of the year and the results achieved (realization), about: a) revenues/sales; b) profit (loss); c) capital structure; or d) other matters that are considered important for Issuers or Public Companies;	341-342
11) target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: a) pendapatan/penjualan; b) laba (rugi); c) struktur modal (*capital structure*); d) kebijakan dividen; atau e) hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	11) Target/projections to be achieved by Issuers or Public Companies for 1 (one) year ahead, about: a) revenues/sales; b) profit (loss); c) capital structure; d) dividend policy; or e) other matters that are considered important for Issuers or Public Companies;	341-342
12) aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	12) Aspects of the marketing of goods and/or services of Issuers or Public Companies, at least regarding marketing strategy and market share;	354-358
13) uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit: a) kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih; b) tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; c) jumlah dividen per saham (kas dan/atau non kas); dan d) jumlah dividen per tahun yang dibayar; 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.	13) Description about dividends in the last 2 (two) years (if any), at least: a) dividend policy; i.e. information on the percentage of total dividends paid to net profit; b) cash dividend payment date and/or the date of distribution of non cash dividends; c) the amount of the dividend per share (cash and/or non cash); and d) the amount of dividends paid per year; Information disclosure may be presented in tables. If Issuers or Public Companies do not pay dividends in the last 2 (two) years, the information shall be disclosed.	343-345
14) realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan: 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 b) dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	14) the Realization of the Use of Funds from Public Offering, on condition that: a) in the event that during the fiscal year, Issuers have the duty of submitting the report of realization of the use of the funds, then the realization of fund from public offering shall be disclosed cumulatively until the end of the financial year; and b) in the event there is a change in use of the funds as set forth in the Regulation of the Financial Services Authority about the Report of the Realization of Use of Fund from Public Offering, then the Issuers shall explain the changes.	346

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
15) informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/ peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat: a) tanggal, nilai, dan objek transaksi; b) nama pihak yang melakukan transaksi; c) sifat hubungan Afiliasi (jika ada); d) penjelasan mengenai kewajaran transaksi; e) pemenuhan ketentuan terkait; dan 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: (1) pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle); dan (2) peran Dewan Komisaris dan Komite Audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle); g) 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; dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. (h) untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; (i) dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	15) material information (if any), i.e. investment, expansion, divestment, merger/consolidation, acquisition, debt/ capital restructuring, affiliated transaction, and transaction containing conflict of interest that occurrs in the fiscal year, containing among others: a) date, value, and object of the transaction; b) names of parties to the transaction; c) nature of the affiliation (if any); d) description on the reasonableness of the transaction; e) fulfillment of the related provisions; and f) If there is an affliation, other than disclosing the information in accordance with the letters from (a) to (e), Issuers or Public Companies shall disclose the information below: (1) statement from the Board of Directors that the affiliated transaction has gone through adequate procedures to ensure that the affiliated transaction is carried out in accordance with generally accepted business practices, among others, by complying with the arms-length principle; and (2) the role of the Board of Commissioners and the Audit Committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arms-length principle; g) for affiliated transactions or material transactions which are business activities carried out in order to generate revenues and implemented regularly, repeatedly, and/or continuously, an explanation that the affiliated transactions or material transactions are business activities carried out in order to revenues and impelemented regularly, repeatedly, and/or continuously shall be disclosed; in the event that such affiliated transactions or material transactions have been disclosed in the annual financial statements, the information on reference of disclosure in the annual financial statements shall be disclosed. (h) for disclosure of affiliated transactions and/or conflict-of-interest transactions resulting from the implementation of affiliated transactions and/or conflict-of-interest transactions that have been approved by independent shareholders, information on the date of the GMS which approves the affiliated transactions and/or conflict of interest transactions shall be disclosed; (i) in case there is no affiliated transactions and/or conflict-of-interest transactions, such information shall be disclosed;	347
16) perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	16) changes in provisions of laws and regulations that influence significantly to Issuers or Public Companies and its impact on the financial statements (if any); and	359-360
17) perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);	17) accounting policy changes, reasons thereof and its impact on the financial statements (if any);	361

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
g. Tata Kelola Emiten atau Perusahaan Publik	**g. Issuers or Public Companies Governance**	
Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: 1) RUPS, paling sedikit memuat: a) informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: (1) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan (2) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan; b) dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk keperluan perhitungan suara, maka diungkapkan mengenai hal tersebut;	Governance of Issuers or Public Companies contains, at the very least, brief description about: 1) GMS, at least covering: a) information on GMS resolutions in the fiscal year and 1 (one) year before the fiscal year, which includes: (1) GMS resolutions in the fiscal year and 1 (one) year before the fiscal year which are realized in the fiscal year; and (2) GMS resolutions in the fiscal year and 1 (one) year before the fiscal year which are not realized in the fiscal year; b) in the event that Issuers or Public Companies use an independent party in the implementation of the GMS for the purposes of counting votes, such information shall be disclosed;	395-426
2) Direksi, mencakup antara lain: a) tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. b) pernyataan bahwa Direksi memiliki pedoman atau piagam (*charter*) Direksi; c) kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. d) pelatihan dan/atau peningkatan kompetensi anggota Direksi: (1) kebijakan pelatihan dan/atau peningkatan kompetensi bagi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan (2) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); e) penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: (1) prosedur penilaian kinerja; dan (2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan 3) dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	2) Board of Directors, covering among others: a) duties and responsibilities of each member of the Board of Directors; Information on the duties and responsibilities of each member of Board of Directors may be described and presented in a table format. b) a statement that the Board of Directors have guidelines or Board of Directors charter; c) policy and implementation about frequency of meetings of the Board of Directors, including joint meeting of the Board of Commissioners, and attendance rates of members of the Board of Directors in these meetings; Information on attendance rates of members of the Board of Directors in the Board of Directors meetings, joint meetings with the Board of Commissioners, or GMS may be presented in a table format. d) trainings and/or competence development for members of the Board of Directors: (1) policy on trainings and/or competence development for members of the Board of Directors, including orientation program for newly appointed member of the Board of Directors in the fiscal year (if any); and (2) trainings and/or competence development attended by members of the Board of Directors in the fiscal year (if any); e) assessment of the performance of committees that support the implementation of duties of the Board of Directors in the fiscal year, which at least contains: (1) performance assessment procedure; and (2) criteria used, such as performance achievements in the fiscal year, competence and meeting attendance rate; and (3) if Issuers or Public Companies do not have the Committees that support the implementation of the duties of the Board of Directors, such information shall be disclosed.	455-483

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
3) Dewan Komisaris, mencakup antara lain: a) tugas dan tanggung jawab Dewan Komisaris; b) pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter*) Dewan Komisaris; c) kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut, termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. e) pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: (1) kebijakan pelatihan dan/atau peningkatan kompetensi bagi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan (2) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); f) penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris, paling sedikit meliputi: (1) prosedur pelaksanaan penilaian kinerja; (2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan (3) pihak yang melakukan penilaian; g) penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: (1) prosedur penilaian kinerja; dan (2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; h) dalam hal Dewan Komisaris tidak membentuk Komite Nominasi dan Remunerasi, dimuat informasi paling sedikit mengenai: (1) alasan tidak dibentuknya komite; dan (2) prosedur nominasi dan remunerasi yang dilakukan dalam tahun buku;	3) Board of Commissioners, covering, among others: a) duties and responsibilities of the Board of Commissioners; b) a statement that the Board of Commissioners has a Board of Commissioners charter; c) policy and implementation on the frequency of meetings of the Board of Commissioners, including joint meeting of the Board of Commissioners, and attendance rates of members of the Board of commissioners in these meetings, including the GMS attendance rate; Information on the attendance rate of members of the Board of Commissioners in the Board of Commissioners meeting, joint meetings with the Board of Directors, or GMS may be presented in a table format. e) trainings and/or competence developmnet for members of the Board of Commissioners: (1) policy regarding trainings and/or competence development for members of the Board of Commissioners, including orientation program for newly appointed member of the Board of Commissioners in the fiscal year(if any); and (2) trainings and/or competence development attended by members of the Board of Commissioners in the fiscal year (if any); f) assessment of performance of members of Board of Directors and Board of Commissioners, which at least covers: (1) performance assessment procedure implementation; (2) criteria used, such as performance achievements in the fiscal year, competence and meeting attendance rate; and (3) party conducting assessment; g) performance assessment of committees supporting duty implementation of Board of Commissioners, which at least covers: (1) performance assessment procedure; and (2) criteria used, such as performance achievements in the fiscal year, competence and meeting attendance rate; h) if the Board of Commissioners does not form Nomination and Remuneration Committee, at least the following information shall be disclosed: (1) the reason for not forming the committees; and (2) nomination and remuneration procedures in the fiscal year.	426-455
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: a) Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan b) Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: (1) Prosedur penetapan remunerasi Direksi dan Dewan Komisaris; (2) Struktur remunerasi Direksi dan Dewan Komisaris seperti gaji, tunjangan, tantiem/bonus dan lainnya; dan (3) Besarnya remunerasi masing-masng anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	4) Nomination and remuneration of the Board of Directors and the Board of Commissioners, at least covering a) Nomination procedure, including short description of the nomination policy and process of members of the Board of Directors and/or members of the Board of Commissioners; and b) Remuneration procedure and implementation of the Board of Directors and Board of Commissioners, among others: (1) Remuneration determination procedure for the Board of Directors and the Board of Commissioners; (2) Remuneration structure for the Board of Directors and the Board of Commissioners, i.e. salary, allowances, bonuses, etc; and (3) Remuneration amount for each member of the Board of Directors and the Board of Commissioners; The information disclosure can be presented in a table format.	499-509

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
5) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: a) nama; b) dasar hukum pengangkatan Dewan Pengawas Syariah; c) periode penugasan Dewan Pengawas Syariah; d) tugas dan tanggung jawab Dewan Pengawas Syariah; dan e) frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	5) Sharia Supervisory Board for Issuers or Public Companies running business activities based on sharia principles as stated in the articles of association, which at least contains: a) name; b) legal basis of appointment of the Sharia Supervisory Board; c) period of service of the Sharia Supervisory Board; d) duties and responsibilities of the Sharia Supervisory Board; and e) frequency and advice-giving method as well as supervision of the fulfilment of the Sharia principles in the Capital Market for Issuers and Public Companies;	N/A
6) Komite Audit, mencakup antara lain: a) nama dan jabatannya dalam keanggotaan komite; b) usia; c) kewarganegaraan; d) riwayat pendidikan; e) riwayat jabatan, meliputi informasi: (1) dasar hukum penunjukan sebagai anggota komite; (2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan (3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; f) periode dan masa jabatan anggota Komite Audit; g) pernyataan independensi Komite Audit; h) kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut; i) pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan j) pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) Komite Audit;	6) Audit Committee, include among others: a) name and position in the membership of the committee; b) age; c) citizenship; d) education history; e) career history, including: (1) legal basis of appointment as committee's members (2) concurrent position, either as members of Board of Commissioners, members of Board of Directors, and/or members of committees and other positions (if any); and (3) work experience and the tenure, both in and outside of the Issuers or Public Companies; f) period and the term of office of members of the Audit Committee; g) statement of the independence of the Audit Committee; h) policy and implementation about the frequency of meetings of the Audit Committee and member of the Audit Committee attendance rates in such meetings; i) education and/or training which have been attended in the financial year; j) the implementation of the activities of the Audit Committee in the financial year according to the guidelines or charter of Audit Committee.	513-526

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
7) komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: a) nama dan jabatannya dalam keanggotaan komite; b) usia; c) kewarganegaraan; d) riwayat pendidikan; e) riwayat jabatan, meliputi informasi: (1) dasar hukum penunjukan sebagai anggota komite; (2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan (3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; f) periode dan masa jabatan anggota komite; g) uraian tugas dan tanggung jawab; h) pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite; i) pernyataan independensi komite; j) kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; k) pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan l) uraian singkat pelaksanaan kegiatan komite pada tahun buku; m) dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf g), h), j), dan l) dan mengungkapkan: (1) alasan tidak dibentuknya komite; dan (2) pihak yang melaksanakan fungsi nominasi dan remunerasi;	7) committee or function of Nomination and Remuneration of Issuers or Public Companies, which at least include: a) name and position in the membership of the committee; b) age; c) citizenship; d) education history; e) career history, including: (1) legal basis of appointment as committee's members; (2) double position, either as members of Board of Commissioners, members of Board of Directors, and/or members of committees and other positions (if any); and (3) work experience and the tenure, both inside and outside of the Issuers or Public Companies; f) period and the term of office of members of the committee; g) description of duties and responsibilities; h) a statement that the committee has already had committee charter; i) statement of independency of the committee; j) the policy and implementation of meeting frequency of the committee and attendance rate of members of the committee in the meeting; k) education and/or training attended in the fiscal year (if any); and l) a brief description of the implementation of the committee's activities in the fiscal year. m) in case Nomination and Remuneration Committee is not established, Issuers or Public Companies shall disclose it as reffered to in leters g), h), j), and l) and disclose: (1) the reason for not forming the committee; and (2) party carrying out the nomination and remuneration function.	526-534
8) komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: a) nama dan jabatannya dalam keanggotaan komite; b) usia; c) kewarganegaraan; d) riwayat pendidikan; e) riwayat jabatan, meliputi informasi: (1) dasar hukum penunjukan sebagai anggota komite; (2) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan (3) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; f) periode dan masa jabatan anggota komite; g) pernyataan independensi komite; h) pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan i) uraian tugas dan tanggung jawab; j) pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite; k) kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan l) uraian singkat pelaksanaan kegiatan komite pada tahun buku;	8) other committees of Issuers or Public Companies that support the implementation of functions and duties of the Board of Directors (if any) and/or committees of Issuers or Public Companies that support the implementation of functions and duties of the Board of Commissioners, at least covering: a) name and position in the membership of the committee; b) age; c) citizenship; d) education history; e) career history, including: (1) legal basis of appointment as member of committee; (2) double position, either as members of Board of Commissioners, members of Board of Directors, and/or members of committees and other positions (if any); and (3) work experience and the tenure, both inside and outside of the Issuers or Public Companies; f) period and the term of office of members of the Committee; g) statement of independency of the committee; h) education and/or training attended in the fiscal year (if any); and i) description of duties and responsibilities; j) statement that the committee has already had committee charter; k) the policy and implementation of meeting frequency of the committee and attendance rate of members of the committee in the meeting; and l) a brief description of the implementation of the committee's activities in the fiscal year.	509-546

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
9) Sekretaris Perusahaan, mencakup antara lain: a) nama; b) domisili; c) riwayat jabatan, meliputi informasi: (1) dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan (2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; d) riwayat pendidikan; e) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan f) uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	9) Corporate Secretary, include among others: a) name; b) domicile; c) career history, including: (1) legal basis of appointment as Corporate Secretary; and (2) work experience and the tenure, both in and outside of the Issuers or Public Companies; d) education history e) education and/or training which have been attended in the financial year; and f) a brief description of the implementation of the tasks of the Corporate Secretary in the financial year;	546-552
10) Unit Audit Internal, mencakup antara lain: a) nama kepala Unit Audit Internal; b) riwayat jabatan, meliputi informasi: (1) dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan (2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; c) kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); d) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; e) struktur dan kedudukan Unit Audit Internal; f) uraian tugas dan tanggung jawab; g) pernyataan bahwa telah memiliki pedoman atau piagam (charter) Unit Audit Internal; dan h) uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	10) Internal Audit Unit includes among others: a) the name of the head of Internal Audit Unit; b) career history, including: (1) legal basis of appointment as the Head of Internal Audit Unit; and (2) work experience and the tenure, both in and outside of the Issuers or Public Companies; c) qualification or certification in the internal audit profession (if any); d) education and/or training which have been attended in the financial year; and e) the structure and the position of the Internal Audit Unit; f) description of duties and responsibilities; g) a statement that the Internal Audit Unit has guidelines or committee charter; and h) a brief description of the implementation of the tasks of the Internal Audit Unit in the financial year;	552-559
11) uraian mengenai sistem pengendalian internal (*internal control*) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai: a) pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan b) tinjauan atas efektivitas sistem pengendalian internal; c) pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	11) the explanation regarding the internal control system (internal control) applied by the Issuers or Public Companies, at least about: a) financial and operational control, as well as compliance with other laws and regulations; and b) review on the effectiveness of internal control systems; c) statement of the Board of Directors and/or the Board of Commissioners on the adequacy of the internal control system;	563-566
12) sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai: a) gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; b) jenis risiko dan cara pengelolaannya; dan c) tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; d) pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	12) risk management system applied by the Issuers or Public Companies, at least about: a) a general overview about the risk management system of Issuers or Public Companies; b) types of risk and how to manage them; and c) a general overview about the risk management system of Issuers or Public Companies; d) statement of the Board of Directors and/or the Board of Commissioners or the audit comittee on the adequacy of the risk management system;	566-583
13) perkara penting yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi: a) pokok perkara/gugatan; b) status penyelesaian perkara/gugatan; dan c) pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	13) legal cases faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of Board of Commissioners (if any), among others, include: a) the subject of case/lawsuit; b) the status of the settlement of litigation/lawsuit; and c) its influence on the condition of Issuers or Public Companies;	583
14) informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);	14) information about administrative sanctions imposed on the Issuers or Public Companies, member of the Board of Commissioners and Board of Directors, by the Capital Market authority and other authorities in the financial year (if any);	584

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
15) informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: a) pokok-pokok kode etik; b) bentuk sosialisasi kode etik dan upaya penegakannya; dan c) pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	15) information about the code of ethics of Issuers or Public Companies include: a) points of code of ethics; b) the form of the dissemination of the code of ethics and efforts to enforce it; and c) the statement that a code of conduct applies to members of the Board of Directors, Board of Commissioners, and employees of the Issuers or Public Companies;	584-594
16) uraian mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki 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*); Dalam hal pemberian kompensasi berupa manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program), informasi yang diungkapkan paling sedikit memuat: a) jumlah saham dan/atau opsi; b) jangka waktu pelaksanaan; c) persyaratan karyawan dan/atau manajemen yang berhak; dan d) harga pelaksanaan atau penentuan harga pelaksanaan;	16) description on the policy of the provision of merit-based long-term compensation to management and/ or employees of the Issuers or Public Companies (if any), among others in the form of management stock ownership program (MSOP) and/or employee stock ownership program (ESOP); In case the compensation is given in the form of management stock ownership program (MSOP) and/ or employee stock ownership program (ESOP), the information to be disclosed shall at least covers: a) the number of shares and/or options; b) period of implementation; c) the requirements of eligible employees and/or management; and d) the exercise price or the determination of the exercise price;	509
17) uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, antara lain meliputi: a) cara penyampaian laporan pelanggaran; b) perlindungan bagi pelapor; c) penanganan pengaduan; d) pihak yang mengelola pengaduan; dan e) hasil dari penanganan pengaduan, paling sedikit meliputi: (1) jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan (2) tindak lanjut pengaduan; dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (whistleblowing system), maka diungkapkan mengenai hal tersebut.	17) the explanation regarding the whistleblowing system in Issuers or Public Companies (if any), among others include: a) how to report a violation; b) protection for reporters; c) the handling of complaints; d) those who manage the complaint; and e) the result of the handling of complaints, at least include: (1) the number of incoming and processed complaints during the financial year; and (2) follow-up of complaints; if Issuers or Public Companies do not have a whistleblowing system, the information shall be disclosed.	595-601
18) uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: a) program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan b) pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	18) description on anti-corruption policy of Issuers or Public Companies, at least covering: a) programs and procedures implemented in handling corruptions, kickbacks, frauds, bribery and/or gratification in Issuers or Public Companies; and b) training/dissemination of anti-corruption to the employees of Issuers or Public Companies; if Issuers or Public Companies do not have an anti-corruption policy, the information shall be disclosed.	601-619
19) penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi: a) pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau b) penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada); pengungkapan informasi dapat disajikan dalam bentuk tabel.	19) the application of Code of Corporate Governance of Public Companies for Issuers who issue Equity Securities or Public Companies, including: a) statement concerning recommendations that have been implemented; and/or b) explanation of the recommendations not yet implemented, including the reason and the implementation alternative (if any); the information disclosure may be presented in a table format.	631-637

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik 1) informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat: a) penjelasan strategi keberlanjutan; b) ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup); c) profil singkat emiten atau perusahaan publik; d) penjelasan direksi; e) tata kelola keberlanjutan; f) kinerja keberlanjutan; g) verifikasi tertulis dari pihak independen, jika ada; h) lembar umpan balik (feedback) untuk pembaca, jika ada; dan i) tanggapan emiten atau perusahaan publik terhadap umpan balik laporan tahun sebelumnya;	**h. Social and Environmental Responsibility of Issuers or Public Companies** 1) information disclosed in the social and environmental responsibility is a Sustainability Report as referred to the Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Agency, Issuers, and Public Companies, at least covering: a) description of sustainability strategy b) sustainability aspects highlight (economic, social and environmental); c) short profile of issuers or public companies; d) board of directors description; e) sustainable governance; f) sustainable performance; g) written verification from an independent party, if any; h) feedback sheet for readers, if any; and i) response of issuers or public companies to the feedbacks of the previous year's report;	640-648
2) laporan keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai pedoman teknis penyusunan laporan keberlanjutan (*sustainability report*) bagi emiten dan perusahaan publik sebagaimana tercantum dalam lampiran ii yang merupakan bagian tidak terpisahkan dari surat edaran otoritas jasa keuangan ini;	2) sustainability report as referred to in no. 1) shall be prepared in accordance with the technical guideline on the preparation of sustainability report for issuers and public companies as attached in attachment ii which is an inseparable part of this financial services authority circular letter.	✓
3) informasi laporan keberlanjutan (*sustainability report*) pada angka 1 dapat: 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 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;	3) information on the sustainability report as stated in no. 1 can: a) be disclosed in other relevant part outside of the social and environment part, such as the boar of directors statement regarding sustainability report in the part relevant to the board of directors report; and/or b) referring to the part outside the social and environmental responsibility part, by keep referring to the technical guideline for the preperation of sustainability report of issuers and public companies attached in attachment ii which is inseparable from this financial services authority circular letter, such as profile of issuers or public companies;	✓
4) laporan keberlanjutan (*sustainability report*) sebagaimana dimaksud pada angka 1 merupakan bagian yang tidak terpisahkan dari laporan tahunan namun dapat disajikan secara terpisah dengan laporan tahunan;	4) sustainability report as referred in no. 1 is an inseparable part of the annual report but it can be presented separately with the annual report;	✓
5) dalam hal laporan keberlanjutan disajikan secara terpisah dengan laporan tahunan, informasi yang diungkapkan dalam laporan keberlanjutan dimaksud harus: a) memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan 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;	5) in case sustainability report is presented separately with the annual report, the information disclosed in the sustainability report shall: a) contain information as referred in no 1); and b) be prepared based on the technical guideline for the preparation of sustainability report of issuers and public companies as attached in attachment ii which is inseparable from this financial services authority circular letter;	✓
6) dalam hal laporan keberlanjutan disajikan secara terpisah dengan laporan tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam laporan keberlanjutan yang disajikan terpisah dari laporan tahunan; dan	6) in case sustainability report is presented separately with the annual report, there shall be a statement explaining that the social and environmental responsibility has been disclosed in the sustainability report presented separately wth the annual report; and	✓
7) penyampaian laporan keberlanjutan (*sustainability report*) yang disajikan secara terpisah dengan laporan tahunan harus disampaikan bersamaan dengan penyampaian laporan tahunan.	7) sustainability report presented separately wth the annual report shall be submitted together with the annual report.	✓

KETERANGAN / *DESCRIPTION*		HALAMAN / *PAGE*
i. Laporan Keuangan Tahunan yang Telah Diaudit Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan	**i. Audited Annual Financial Statements** The annual financial statements included in the Annual Report are prepared in accordance with the Indonesian Financial Accounting Standards and have been audited by Accountants. The financial statements shall include the statements of responsibility for financial statements as stipulated in the laws and regulations of Capital Market which regulate the responsibility of Board of Directors for financial statements or laws and regulations of Capital Market which regulate the periodic report of Securities Companies if the Issuers are Securities Companies; and	✓
j. 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 yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.	**j. Statements of Members of the Board of Directors and the Board of Commissioners on the Responsibility for the Annual Report** The statements of members of Board of Directors and Board of Commissioners on the responsibility for the Annual Report are prepared in accordance with the format of Statements of Members of the Board of Directors and the Board of Commissioners on the Responsibility for the Annual Report as stipulated in the Attachment that is inseparable from this Circular Letter of Financial Services Authority.	649

PT Semen Baturaja Tbk
dan Entitas Anak/and Its Subsidiary

Laporan Keuangan Konsolidasian
Consolidated Financial Statements

Untuk Tahun yang Berakhir
31 Desember 2024/
For the Year Ended December 31, 2024

Dan Laporan Auditor Independen/
And Independent Auditor's Report

PT SEMEN BATURAJA Tbk
DAN ENTITAS ANAK/AND ITS SUBSIDIARY

LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS

UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2024/
FOR THE YEAR ENDED DECEMBER 31, 2024

DAN LAPORAN AUDITOR INDEPENDEN/
AND INDEPENDENT AUDITOR'S REPORT

	Halaman/ *Page*	
SURAT PERNYATAAN DIREKSI		*DIRECTORS' STATEMENT LETTER*
LAPORAN AUDITOR INDEPENDEN		*INDEPENDENT AUDITOR'S REPORT*
LAPORAN KEUANGAN KONSOLIDASIAN - Pada tanggal dan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024		*CONSOLIDATED FINANCIAL STATEMENTS - As of and for the year ended December 31, 2024*
Laporan Posisi Keuangan Konsolidasian	1	*Consolidated Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	3	*Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	4	*Consolidated Statement of Changes in Equity*
Laporan Arus Kas Konsolidasian	5	*Consolidated Statement of Cash Flows*
Catatan atas Laporan Keuangan Konsolidasian	6	*Notes to Consolidated Financial Statements*
INFORMASI TAMBAHAN		*SUPPLEMENTARY INFORMATION*
Daftar I: Laporan Posisi Keuangan-Entitas Induk Tersendiri	79	*Schedule I: Statement of Financial Position-Parent Entity Only*
Daftar II: Laporan Laba Rugi dan Penghasilan Komprehensif Lain-Entitas Induk Tersendiri	81	*Schedule II: Statement of Profit or Loss and Other Comprehensive Income-Parent Entity Only*
Daftar III: Laporan Perubahan Ekuitas-Entitas Induk Tersendiri	82	*Schedule III: Statement of Changes in Equity-Parent Entity Only*
Daftar IV: Laporan Arus Kas-Entitas Induk Tersendiri	83	*Schedule IV: Statement of Cash Flows-Parent Entity Only*

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
PT SEMEN BATURAJA TBK DAN ENTITAS ANAK

DIRECTOR'S STATEMENT LETTER
RELATING TO THE RESPONSIBILITY ON
THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2024
PT SEMEN BATURAJA TBK AND ITS SUBSIDIARY

Kami yang bertanda tangan dibawah ini: / *We, the undersigned:*

1.	Nama	**Suherman Yahya**	*Name*
	Alamat Kantor	Jl. Abikusno Cokrosuyoso Kertapati Palembang	*Office Address*
	Alamat Domisili	Jl. AKBP Cek Agus, RT.044 RW.008, Tirta Garden II Komplek Semen, Kel. 8 Ilir, Kec. Ilir Timur Tiga, Palembang	*Domicile as Stated*
	Telepon	(0711) 511261 Ext. 1200	*Telephone*
	Jabatan	Direktur Utama/ *President Director*	*Position*
2.	Nama	**Rahmat Hidayat**	*Name*
	Alamat Kantor	Jl. Abikusno Cokrosuyoso Kertapati Palembang	*Office Address*
	Alamat Domisili	BTN Bontoa Permai Blok E/6 RT.002 RW.011, Kel. Bontoa Kec. Minasatene, Pangkajene dan Kepulauan, Sulawesi Selatan	*Domicile as Stated*
	Telepon	(0711) 511261 Ext. 1200	*Telephone*
	Jabatan	Direktur (Fungsi Keuangan & SDM)/ *Director (Finance and HR Function)*	*Position*

Menyatakan bahwa: / *Declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian Laporan Keuangan Konsolidasian PT Semen Baturaja Tbk dan entitas anak; / *We are responsible for the preparation and presentation of the Consolidated Financial Statements of PT Semen Baturaja Tbk and its subsidiary;*

2. Laporan Keuangan Konsolidasian untuk tahun yang berakhir 31 Desember 2024, telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; / *The Consolidated Financial Statements for the year ended December 31, 2024, have been prepared and presented in accordance with the Indonesian Financial Accounting Standards;*

3. a. Semua informasi dalam Laporan Keuangan Konsolidasian telah disajikan secara lengkap dan benar; / *All the information in this Consolidated Financial Statement have been fully correctly disclosed;*
   b. Laporan Keuangan Konsolidasian Perusahaan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material; / *There is no material information or fact that has been omitted or eliminated in the Consolidated Financial Statement;*

4. Kami bertanggung jawab atas sistem pengendalian internal Perusahaan. / *We are responsible for the internal control system of the Company.*

Demikian pernyataan ini dibuat dengan sebenarnya. / *This statement letter is made truthfully.*

Baturaja, 25 Maret 2025/ *March 25, 2025*
Atas nama dan mewakili Dewan Direksi/ *For and on behalf of the Board of Directors*



Suherman Yahya	**Rahmat Hidayat**
Direktur Utama/ *President Director*	Direktur (Fungsi Keuangan & SDM)/ *Director (Finance and HR Function)*

Deloitte.

Liana Ramon Xenia & Rekan
Registered Public Accountants
License No. 432/KM.1/2024
The Plaza Office Tower 32nd Floor
Jl. M.H. Thamrin Kav 28-30
Jakarta 10350
Indonesia

Tel: +62 21 5081 8000
Fax: +62 21 2992 8300
Email: iddttl@deloitte.com
www.deloitte.com/id

Laporan Auditor Independen

No. 00092/2.1460/AU.1/04/1672-2/1/III/2025

Pemegang Saham, Dewan Komisaris, dan Direksi

PT Semen Baturaja Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Semen Baturaja Tbk dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya 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 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.

Independent Auditor's Report

No. 00092/2.1460/AU.1/04/1672-2/1/III/2025

To the Shareholders, Boards of Commissioners, and Directors
PT Semen Baturaja Tbk

Opinion

We have audited the 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, 2024, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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, 2024, and its consolidated financial performance and its consolidated cash flows for the year then 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 Auditor's 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 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.

Liana Ramon Xenia & Rekan ("LRX") is a member (as such term is used in Regulation of the Ministry of Finance Number 186/PMK.01/2021 and Regulation of the Financial Services Authority Number 9 of 2023 (the "Relevant Law")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is the registered Foreign Audit Organisation ("Organisasi Audit Asing" or "OAA") to LRX for the purposes of the Relevant Law.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

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.

Hal audit utama yang teridentifikasi dalam audit kami diuraikan sebagai berikut.

Penyisihan untuk kerugian kredit ekspektasian (KKE) atas piutang usaha

Pada tanggal 31 Desember 2024, piutang usaha Grup adalah sebesar Rp702.480 juta yang mencakup 14.3% dari total aset Grup, terdiri dari total piutang usaha sebesar Rp1.018.713 juta dan cadangan kerugian kredit ekspektasian sebesar Rp316.233 juta. Grup menerapkan persyaratan PSAK 109 Instrumen Keuangan untuk menghitung KKE atas piutang usaha.

KKE sebesar Rp 316.233 juta per 31 Desember 2024 ditentukan oleh Grup melalui penilaian individual KKE. Individual KKE dinilai berdasarkan estimasi arus kas masa depan, menggabungkan skenario dan asumsi bobot probabilitas. Pengukuran KKE individual melibatkan pertimbangan dan asumsi manajemen yang signifikan, termasuk, antara lain:

a) Jumlah arus kas yang diharapkan;

b) Penilaian agunan;

c) Estimasi skenario-skenario, waktu penerimaan arus kas masa depan dan bobotnya

Penentuan KKE melibatkan pertimbangan dan estimasi manajemen yang signifikan. Dengan mempertimbangkan faktor-faktor tersebut, kami mengidentifikasi KKE sebagai hal audit utama.

Bagaimana audit kami merespons Hal Audit Utama

- Kami memeroleh pemahaman dan melaksanakan prosedur untuk mengevaluasi desain dan implementasi dari pengendalian internal manajemen yang relevan sehubungan dengan penyisihan kredit ekspektasian atas piutang usaha.
- Kami mengevaluasi asumsi utama manajemen yang diterapkan pada arus kas masa depan yang diharapkan dari pelanggan, termasuk jumlah, waktu, dan hasil tertimbang probabilitas yang digunakan.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, 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.

The key audit matter identified in our audit is outlined below.

Allowance for expected credit losses (ECL) for trade receivables

As of December 31, 2024, the Group's net trade receivables of Rp702,480 million, which accounted for approximately 14.3% of the Group's total assets, comprised of gross trade receivables of Rp1,018,713 million and a corresponding allowance for ECL of Rp316,233 million. The Group applies PSAK 109 Financial Instruments requirements to calculate ECL for trade receivables.

The ECL amounting to Rp 316,233 million as of December 31, 2024 was determined by the Group through individual assessment. Individual ECL is assessed by the estimation of future cash flows, combining scenarios and probability weightings assumptions. The measurement of individual ECL involves significant management judgments and assumptions, including, among others:

a) Expected amount of cash flows;

b) Collateral valuations;

c) Estimation of the scenarios, timing to collect the future cash flows and the weightings

The determination of ECL involves significant management's judgements and estimates. In view of these factors, we identified ECL as a key audit matter.

How our audit addressed the Key Audit Matter

- We obtained an understanding and performed procedures to evaluate the design and implementation of management's relevant controls in respect of the determination of allowance for ECL for trade receivables.
- We evaluated management's key assumptions applied on the expected future cash flows of the customers, including amounts, timing, and probability-weighted outcome used.

- Kami memeriksa keakuratan matematis dari perhitungan KKE tersebut.
- Kami menilai kesesuaian pengungkapan terkait dalam laporan keuangan konsolidasian.

- We tested the mathematical accuracy of the calculation of ECL.
- We assessed the appropriateness of the related disclosures in the consolidated financial statements.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak akan menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan yang tepat sesuai dengan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

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 tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

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.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Tujuan kami adalah untuk memeroleh 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.

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.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- 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 memeroleh 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.

- 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 kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan 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.

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

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.

- 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

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.

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.

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.

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.

LIANA RAMON XENIA & REKAN



Juan Ramon Junius Siahaan, CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.1672

25 Maret 2025/*March 25, 2025*



00092

	Catatan/ *Notes*	31 Desember/ *December 31,* 2024	31 Desember/ *December 31,* 2023	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	5,35	29.843.338	98.386.875	*Cash and cash equivalents*
Piutang usaha				*Trade receivables*
Pihak berelasi	6,35	591.114.568	336.458.042	*Related parties*
Pihak ketiga	6	111.365.371	122.511.356	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak berelasi	7,35	11.572.129	3.133.125	*Related parties*
Pihak ketiga	7	1.541.100	3.503	*Third parties*
Persediaan	8	236.268.032	245.899.971	*Inventories*
Pajak dibayar dimuka	17a	12.932.166	3.883.268	*Prepaid taxes*
Beban dibayar dimuka	9	2.116.622	3.188.641	*Prepaid expenses*
Uang muka	10	2.917.650	2.274.172	*Advances*
Aset keuangan lancar lainnya	11	1.007.484	1.107.166	*Other current financial assets*
Jumlah Aset Lancar		**1.000.678.460**	**816.846.119**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Penyertaan saham		25.000	25.000	*Investment in share*
Aset pajak tangguhan	17d	9.758.910	11.473.518	*Deferred tax assets*
Aset tetap	12	3.830.013.987	3.955.399.358	*Fixed assets*
Aset takberwujud	13	9.182.025	12.193.521	*Intangible assets*
Aset tidak lancar lainnya	14,35	58.028.463	60.793.122	*Other non-current assets*
Jumlah Aset Tidak Lancar		**3.907.008.385**	**4.039.884.519**	***Total Non-current Assets***
JUMLAH ASET		**4.907.686.845**	**4.856.730.638**	***TOTAL ASSETS***

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to the consolidated financial statements which are an integral part of the consolidated financial statements.

	Catatan/ *Notes*	31 Desember/ *December 31,* 2024	31 Desember/ *December 31,* 2023	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha				*Trade payables*
Pihak berelasi	15,35	167.341.548	122.084.852	*Related parties*
Pihak ketiga	15	333.397.135	295.274.230	*Third parties*
Utang lain-lain				*Other payables*
Pihak berelasi	16,35	-	2.856.138	*Related parties*
Pihak ketiga	16	21.324.264	47.193.592	*Third parties*
Utang pajak	17b	26.012.993	26.462.856	*Taxes payable*
Beban akrual	18	36.721.425	39.577.964	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	21	24.729.644	13.723.795	*Short-term employee benefits liabilities*
Pinjaman jangka panjang yang jatuh tempo dalam satu tahun:				*Long-term debt maturity in one year:*
Pinjaman bank	19,35	210.000.000	175.000.000	*Bank loans*
Liabilitas sewa	20	2.551.818	9.319.710	*Lease liabilities*
Jumlah Liabilitas Jangka Pendek		**822.078.827**	**731.493.137**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
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	19,35	395.888.645	597.370.005	*Bank loans*
Liabilitas sewa	20	120.615.666	110.066.183	*Lease liabilities*
Liabilitas pajak tangguhan	17d	166.289.452	128.019.117	*Deferred tax liabilities*
Liabilitas imbalan kerja jangka panjang	21	80.038.533	75.932.088	*Long-term employee benefit liabilities*
Provisi jangka panjang	22	54.530.790	51.437.752	*Long-term provision*
Jumlah Liabilitas Jangka Panjang		**817.363.086**	**962.825.145**	***Total Non-current Liabilities***
JUMLAH LIABILITAS		**1.639.441.913**	**1.694.318.282**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				*Equity attributable to equity holders of the parent entity*
Modal saham				*Share capital*
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	23	993.253.434	993.253.434	*Authorized 30,000,000,000 shares, issued fully paid-up capital 9,932,534,336 shares with par value Rp100 per share*
Tambahan modal disetor	24	1.270.606.785	1.270.606.785	*Additional paid-in capital*
Kerugian komprehensif lain		(76.994.525)	(77.888.186)	*Other comprehensive loss*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaannya		952.149.306	866.564.776	*Appropriated*
Belum ditentukan penggunaannya		129.254.004	109.898.718	*Unappropriated*
Total ekuitas yang dapat diatribusikan kepada pemilik entitas induk		3.268.269.004	3.162.435.527	*Total equity attributable to equity holders of the parent entity*
Kepentingan nonpengendali	26	(24.072)	(23.171)	*Non-controlling interests*
JUMLAH EKUITAS		**3.268.244.932**	**3.162.412.356**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**4.907.686.845**	**4.856.730.638**	***TOTAL LIABILITIES AND EQUITY***

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to the consolidated financial statements which are an integral part of the consolidated financial statements.

	Catatan/ *Notes*	2024	2023	
PENDAPATAN	27	**2.091.352.268**	**2.040.679.390**	***REVENUE***
BEBAN POKOK PENDAPATAN	28	**(1.492.901.105)**	**(1.395.657.645)**	***COST OF REVENUE***
LABA KOTOR		**598.451.163**	**645.021.745**	***GROSS PROFIT***
Beban penjualan	29	(161.319.928)	(200.445.187)	*Selling expenses*
Beban umum dan administrasi	30	(203.340.530)	(230.848.497)	*General and administrative expenses*
Pendapatan lainnya	31	12.739.958	42.363.638	*Other income*
Pendapatan keuangan	32	4.115.234	5.098.511	*Finance income*
Beban keuangan	33	(78.853.176)	(98.606.832)	*Finance expenses*
LABA SEBELUM PAJAK PENGHASILAN		**171.792.721**	**162.583.378**	***PROFIT BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	17c	**(42.539.628)**	**(41.010.873)**	***INCOME TAX EXPENSE***
LABA TAHUN BERJALAN		**129.253.093**	**121.572.505**	***PROFIT FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasikan ke laba rugi				*Items that will not be reclassified to profit or loss*
Pengukuran kembali program imbalan pasti	21	1.145.733	(19.657.684)	*Remeasurement of defined benefit program*
Pajak penghasilan terkait		(252.062)	4.324.690	*Related income tax*
Penghasilan (kerugian) komprehensif lain tahun berjalan setelah pajak		893.671	(15.332.994)	*Total other comprehensive income (loss) for the year, after tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**130.146.764**	**106.239.511**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA				***PROFIT FOR THE YEAR ATTRIBUTABLE TO***
Pemilik entitas induk	34	129.254.004	121.570.941	*Equity holders of parent entity*
Kepentingan nonpengendali		(911)	1.564	*Non-controlling interest*
LABA TAHUN BERJALAN		129.253.093	121.572.505	***PROFIT FOR THE YEAR***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO***
Pemilik entitas induk		130.147.665	106.237.839	*Equity holders of parent entity*
Kepentingan nonpengendali	34	(901)	1.672	*Non-controlling interest*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		130.146.764	106.239.511	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA PER SAHAM (Rupiah Penuh)	**34**	**13**	**12**	***EARNINGS PER SHARE (Full Amount)***

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to the consolidated financial statements which are an integral part of the consolidated financial statements.

	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Penghasilan komprehensif lain - tidak direklasifikasi ke laba rugi/ *Other comprehensive income - not reclassified to profit or loss*	Saldo laba/ *Retained earnings*		Modal yang dapat diatribusikan kepada Perusahaan/ *Equity attributable to the Company*	Komponen nonpengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
					Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*				
Saldo per 1 Januari 2023		993.253.434	1.270.606.785	(62.555.084)	1.072.924.768	(199.067.034)	3.075.162.869	(24.843)	3.075.138.026	*Balance as of January 1, 2023*
Penurunan pencadangan saldo laba yang telah ditentukan penggunaannya	25	-	-	-	(206.359.992)	206.359.992	-	-	-	*Decrease in appropriated retained earnings*
Laba tahun berjalan		-	-	-	-	121.570.941	121.570.941	1.564	121.572.505	*Profit for the year*
Dividen	25	-	-	-	-	(18.965.181)	(18.965.181)	-	(18.965.181)	*Dividends*
Penghasilan komprehensif lain tahun berjalan		-	-	(15.333.102)	-	-	(15.333.102)	108	(15.332.994)	*Other comprehensive income for the year*
Saldo per 31 Desember 2023		993.253.434	1.270.606.785	(77.888.186)	866.564.776	109.898.718	3.162.435.527	(23.171)	3.162.412.356	*Balance as of December 31, 2023*
Kenaikan pencadangan saldo laba yang telah ditentukan penggunaannya	25	-	-	-	85.584.530	(85.584.530)	-	-	-	*Increase in appropriated retained earnings*
Laba tahun berjalan		-	-	-	-	129.254.004	129.254.004	(911)	129.253.093	*Profit for the year*
Dividen	25	-	-	-	-	(24.314.188)	(24.314.188)	-	(24.314.188)	*Dividends*
Penghasilan komprehensif lain tahun berjalan		-	-	893.661	-	-	893.661	10	893.671	*Other comprehensive income for the year*
Saldo per 31 Desember 2024		993.253.434	1.270.606.785	(76.994.525)	952.149.306	129.254.004	3.268.269.004	(24.072)	3.268.244.932	*Balance as of December 31, 2024*

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to the consolidated financial statements which are an integral part of the consolidated financial statements.

	2024	2023	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan	1.837.865.127	1.818.977.388	*Receipt from customers*
Pembayaran kas kepada pemasok	(1.386.231.229)	(1.231.222.652)	*Payments to suppliers*
Pembayaran kas kepada karyawan	(211.525.166)	(188.227.811)	*Payments to employees*
Pembayaran bunga keuangan	(70.334.536)	(106.846.517)	*Payment of finance interest*
Penerimaan atas klaim	19.151.516	-	*Receipt from claims*
Penerimaan bunga	4.115.234	5.416.415	*Interest income receipt*
Penerimaan restitusi pajak	-	2.295.323	*Receipt from tax refunds*
Pembayaran pajak penghasilan badan	(10.498.717)	(3.894.152)	*Payment corporate of income tax*
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	182.542.229	296.497.994	*Net Cash Flows Provided by Operating Activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penempatan deposito berjangka yang dibatasi penggunaannya	(14.581.729)	-	*Placement of restricted time deposit*
Pembelian aset tetap	(17.157.915)	(37.536.450)	*Acquisition of fixed assets*
Pembelian aset takberwujud	(79.500)	(5.566.827)	*Purchase of intangible assets*
Aset dalam pembangunan	(20.131.637)	(59.873.094)	*Construction in progress*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	(51.950.781)	(102.976.371)	*Net Cash Flows used in Investing Activities*
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman bank	-	901.425.000	*Receipt of bank loan*
Pembayaran pinjaman bank	(175.000.000)	(1.496.986.458)	*Payment of bank loan*
Pembayaran dividen	(24.314.188)	(18.965.181)	*Payment of dividends*
Pembayaran liabilitas sewa	(708.720)	(3.449.379)	*Payment of lease liabilities*
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan	(200.022.908)	(617.976.018)	*Net Cash Flows used in Financing Activities*
PENURUNAN BERSIH KAS DAN SETARA KAS	**(69.431.460)**	**(424.454.395)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS	**887.923**	**(76.830)**	***EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**98.386.875**	**522.918.100**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**29.843.338**	**98.386.875**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to the consolidated financial statements which are an integral part of the consolidated financial statements.

1. UMUM

Pendirian dan Informasi Umum

PT Semen Baturaja Tbk ("Perusahaan") didirikan berdasarkan Akta Notaris Jony Frederik Berthold Tumbelaka Sinjai, 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 Aulia Taufani, S.H., Notaris di Jakarta, No. 69 tanggal 29 Mei 2024 mengenai persetujuan perubahan anggaran dasar Perseroan Terbatas PT Semen Baturaja Tbk.

Berdasarkan Akta Perjanjiaan Pengalihan Saham Tanggal 19 Desember 2022 No. 15 dibuat dihadapan 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 7.499.999.999 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.

Penawaran Umum Efek Perusahaan

Berdasarkan Surat No. S-176/D.04/2013 tanggal 19 September 2013 dari Otoritas Jasa Keuangan di Indonesia, Perusahaan memperoleh persetujuan Pernyataan Efektif Pendaftaran oleh Otoritas Jasa Keuangan.

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.

Lingkup dan Jaringan Usaha Perusahaan

Sesuai dengan pasal 3 anggaran dasar Perusahaan, Perusahaan bergerak di bidang industri semen termasuk produksi, distribusi dan jasa-jasa lain yang terkait dengan industri semen.

1. GENERAL

Establishment and General Information

PT Semen Baturaja Tbk ("the Company") was established by Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjai No. 34, 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 of association have undergone several changes. The latest amendment to the Articles of Association based on the General Meeting of Shareholders was carried out by Notarial Deed of Aulia Taufani, S.H., Notary in Jakarta, No. 69 dated May 29, 2024 regarding the approval of amendments to the articles of association of the Limited Liability Company PT Semen Baturaja Tbk.

Based on the Deed of Share Transfer Agreement dated December 19, 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 7,499,999,999 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.

Public Offering of Shares of the Company

According to the letter No. S-176/D.04/2013 dated September 19, 2013 from the Financial Services Authority Indonesia, the Company has received the approval of the Effective Registration Statement from Financial Service Authority.

On December 28, 2013 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.

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.

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 goods)* dengan kapasitas produksi 2.700.000 ton per tahun (tidak diaudit) dan pabrik penghasil semen *(cement mill)* dengan kapasitas produksi 3.850.000 ton per tahun (tidak diaudit).

The Company's head office located on Abikusno Cokrosuyoso, Kertapati, Palembang. Cement plants of the Company are located in three locations which 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 (unaudited) and plant for producing cement bulk with production capacity of 3,850,000 ton per year (unaudited).

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.

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.

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 September 1981.

In addition to the operating office in Baturaja, Palembang, and Panjang, the Company also has representative office located at Graha Irama 9th floor Room B - C, Jl. H.R. Rasuna Said Kav. 10, South Jakarta. The Company commenced commercial operations on September 1, 1981.

Dewan Komisaris, Direksi dan Karyawan

The Board of Commissioners, Directors and Employee

Komposisi Dewan Komisaris per tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The composition of the Board of Commissioners as of December 31, 2024 and 2023 is as follows:

Komisaris Utama/ Independen	Alex Iskandar Munaf	*President/Independent Commissioner*
Komisaris Independen	Chowadja Sanova	*Independent Commissioner*
Komisaris	Hadi Daryanto	*Commissioner*
Komisaris	Inosentius Samsul	*Commissioner*

Susunan Direksi Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The composition of the Company's Directors as of December 31, 2024 and 2023 is as follows:

Direktur Utama	Suherman Yahya	*President Director*
Direktur	Rahmat Hidayat	*Director*
Direktur	Muhammad Syafitri	*Director*

Susunan Komite Audit Perusahaan per tanggal 31 Desember 2024 dan 31 Desember 2023 adalah sebagai berikut:

The composition of the Company's Audit Committee as of December 31, 2024 and December 31, 2023 is as follows:

Ketua	Chowadja Sanova	*Chairman*
Anggota	Ramza Aziz	*Member*
Anggota	Abu Bakar	*Member*
Anggota	Alex Iskandar Munaf	*Member*

Pada tanggal 31 Desember 2024, Perusahaan mempunyai 854 (2023: 880 karyawan) – tidak diaudit.

As of December 31, 2024, the Company had 854 (2023: 880 employees) – unaudited.

Total gaji dan kompensasi manajemen kunci yang mencakup Direktur dan Komisaris Perusahaan untuk tahun-tahun yang berakhir pada 31 Desember 2024 sebesar Rp23.874.551 (2023: Rp16.091.249).

Total salaries and compensations of key management which include Directors and Commissioners of the Company for the years ended December 31, 2024 amounted to Rp23,874,551 (2023: Rp16,091,249).

Entitas anak yang Dikonsolidasikan

Kepemilikan saham Perusahaan pada entitas anak yang dikonsolidasi sebagai berikut:

Consolidated Subsidiary

The Company's ownership interests in consolidated subsidiary are as follows:

Entitas anak/ *Subsidiary*	Kegiatan usaha utama/ *Principal activities*	Domisili/ *Domicile*	Tahun operasi komersial/ *Start of commercial operations*	Persentase kepemilikan efektif/ *Effective percentage of ownership*	Jumlah aset (sebelum eliminasi)/ *Total assets (before elimination)*	
					2024	2023
PT Baturaja Multi Usaha	Perdagangan, Pembangunan, Perindustrian, Pengangkutan Darat & Jasa/*Trading, Construction, Industry, Transportation & Services*	Palembang	2016	99,94%	117.324.398	117.680.208

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 telah mengalami beberapa kali perubahan dan yang terakhir antara lain mengenai tugas, wewenang dan kewajiban Dewan Komisaris dan Direksi berdasarkan Akta Notaris No. 52 tanggal 28 Juni 2024 yang dibuat di hadapan Halida Shary, S.H., Notaris di Palembang. Perubahan ini telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia pada tanggal 04 Juli 2024, melalui surat keputusan No. AHU-0040140.AH.01.02.TAHUN 2024 tanggal 04 Juli 2024.

The subsidiary's Articles of Association have been amended several times, the most recent was concerning among others, the duties, authorities and responsibilities of the Board of Comissioners and Board of Directors based on Notarial Deed No. 52 dated June 28, 2024 of Halida Shary, S.H., Notary in Palembang. The amendment was approved by Ministry of Law and Human Rights of the Republic of Indonesia by virtue of its letter dated July 04, 2024 with decree No. AHU-0040140.AH.01.02.TAHUN 2024 dated July 4, 2024.

2. PENERAPAN STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI (*"PSAK"*)

2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("PSAK")

a. Amendemen/Penyesuaian Standar yang Berlaku Efektif pada Tahun Berjalan

Mulai tanggal 1 Januari 2024, referensi terhadap masing-masing PSAK dan ISAK sudah diubah sebagaimana diumumkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK – IAI").

- **PSAK 207 (dahulu PSAK 2) (amendemen) *Laporan Arus Kas dan PSAK 107 (dahulu) PSAK 60 (amandemen) Instrumen Keuangan: Pengungkapan: Pengaturan Pembiayaan Pemasok.***

  Grup telah mengadopsi amandemen terhadap PSAK 207 Laporan Arus Kas dan PSAK 107 Instrumen Keuangan: Pengungkapan yang mengenai Pengaturan Keuangan Pemasok untuk pertama kalinya pada tahun berjalan.

a. Amendments/Improvements to Standards Effective in the Current Year

Beginning January 1, 2024, references to the individual PSAKs and ISAKs have been changed as published by Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK – IAI").

- ***PSAK 207 (previously PSAK 2) (amendment) Statements of Cash Flow and PSAK 107 (previously PSAK 60) (amendment) Financial Instruments: Disclosures: Supplier Finance Arrangements.***

  The Group has adopted the amendments to PSAK 207 Statement of Cash Flows and PSAK 107 Financial Instruments: Disclosures titled Supplier Finance Arrangements for the first time in the current year.

Amandemen tersebut menambahkan tujuan pengungkapan pada PSAK 207 yang menyatakan bahwa suatu entitas diharuskan untuk mengungkapkan informasi tentang pengaturan keuangan pemasoknya yang memungkinkan pengguna laporan keuangan untuk menilai dampak pengaturan tersebut terhadap liabilitas dan arus kas entitas. Selain itu, PSAK 107 diamandemen untuk menambahkan pengaturan keuangan pemasok sebagai contoh dalam persyaratan untuk mengungkapkan informasi tentang paparan entitas terhadap konsentrasi risiko likuiditas.

The amendments add a disclosure objective to PSAK 207 stating that an entity is required to disclose information about its supplier finance arrangements that enables users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows. In addition, PSAK 107 is amended to add supplier finance arrangements as an example within the requirements to disclose information about an entity's exposure to concentration of liquidity risk.

Catatan 15 memberikan pengungkapan yang diperlukan terkait dengan amandemen ini.

Note 15 provides the required disclosures related to these amendments.

Penerapan standar dan interpretasi yang baru dan direvisi tidak menghasilkan perubahan besar terhadap kebijakan akuntansi Grup dan tidak memiliki dampak material pada jumlah yang dilaporkan untuk tahun berjalan atau tahun sebelumnya:

The adoption of the new and revised standards and interpretations did not result in any major changes to the Group's accounting policies and did not have a material impact on the amounts reported for the current or previous years:

- PSAK 116 (dahulu PSAK 73) (amendemen) *Liabilitas Sewa pada Jual dan Sewa-balik.*
- PSAK 201 (dahulu PSAK 1) (amendemen) *Penyajian Laporan Keuangan: Liabilitas Jangka Panjang dengan Kovenan.*

- *PSAK 116 (previously PSAK 73) (amendment) Lease liabilities in Sale and Leaseback.*
- *PSAK 201 (previously PSAK 1) (amendment) Presentation of Financial Statements: Non-current liabilities with covenant.*

b. Standar dan Amendemen/Penyesuaian Standar Telah Diterbitkan Tapi Belum Diterapkan

b. Standard and Amendments/Improvements to Standards Issued not yet Adopted

Pada tanggal persetujuan laporan keuangan konsolidasian, standar, interpretasi dan amendemen-amendemen atas PSAK yang relevan bagi Grup, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diizinkan, adalah sebagai berikut:

At the date of authorization of these consolidated financial statements, the following standards, interpretations and amendments to PSAK relevant to the Group were issued but not effective, with early application permitted:

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2025

Effective for periods beginning on or after January 1, 2025

- PSAK 117 (dahulu PSAK 74) (amendemen) Kontrak Asuransi: Penerapan awal PSAK 177 dan PSAK 109 – Informasi Komparatif.

- *PSAK 117 (previously PSAK 74) (amendment) Insurance Contracts: Initial application of PSAK 177 and PSAK 109 – Comparative Information.*

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2026

Effective for periods beginning on or after January 1, 2026

- Amandemen dan Penyesuaian Tahunan PSAK 109 (dahulu PSAK 71) *Instrumen Keuangan.*
- Amandemen PSAK 107 (dahulu PSAK 60) *Instrumen Keuangan : Pengungkapan.*
- Penyesuaian Tahunan PSAK 110 (dahulu PSAK 65) *Laporan Keuangan Konsolidasian.*
- Penyesuaian Tahunan PSAK 207 (dahulu PSAK 2) *Laporan Arus Kas.*

- *Amendment to and Annual Improvement PSAK 109 (previously PSAK 71) Financial Instruments.*
- *Amendment to and Annual Improvement PSAK 107 (previously PSAK 60) Financial Instruments : Disclosure.*
- *Annual Improvement PSAK 110 (previously PSAK 65) Consolidated Financial Statements.*
- *Annual Improvement PSAK 207 (previously PSAK 2) Statement of Cash Flows.*

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, dampak dari amendemen atas PSAK tersebut terhadap laporan keuangan konsolidasian tidak dapat diketahui atau diestimasi oleh manajemen.

As of the issuance date of the consolidated financial statements, the effects of adopting these amendment to PSAK on the consolidated financial statements are not known nor reasonably estimable by management.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

3. MATERIAL ACCOUNTING POLICY INFORMATION

a. Pernyataan Kepatuhan

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 September 2012 tentang penyajian dan pengungkapan laporan keuangan emiten atau Perusahaan publik (Peraturan VIII.G.7).

a. Statement of Compliance

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 September 25, 2012, regarding presentation and disclosure of financial statements of issuers or public companies (Regulation VIII.G.7).

b. Dasar Penyusunan

Dasar penyusunan laporan keuangan konsolidasian adalah biaya historis, kecuali properti dan instrumen keuangan tertentu yang diukur pada jumlah revaluasian atau nilai wajar pada setiap akhir periode pelaporan, yang dijelaskan dalam kebijakan akuntansi di bawah ini.

Laporan arus kas konsolidasian disajikan dengan metode langsung *(direct method)* dan arus kas dikelompokkan ke dalam aktivitas operasi, investasi, dan pendanaan. Biaya historis umumnya didasarkan pada nilai wajar dari imbalan yang diberikan dalam pertukaran barang dan jasa.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam suatu transaksi teratur antara pelaku pasar pada tanggal pengukuran, terlepas dari apakah harga tersebut dapat diamati secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengestimasi nilai wajar dari suatu aset atau liabilitias, Grup memperhitungkan karakteristik aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran. Nilai wajar untuk tujuan pengukuran dan/atau pengungkapan pada laporan keuangan konsolidasian ditentukan atas dasar tersebut, kecuali untuk transaksi sewa yang merupakan ruang lingkup PSAK 116 Sewa, dan pengukuran yang memiliki kemiripan dengan nilai wajar namun bukan merupakan nilai wajar, seperti nilai realisasi bersih dalam PSAK 202 Persediaan atau nilai pakai dalam PSAK 236 Penurunan Nilai Aset.

b. Basis of Preparation

The consolidated financial statements have been prepared on the historical cost basis, except for certain properties and financial instruments that are measured at revalued amounts or fair values at the end of each reporting period, as explained in the accounting policies below.

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing, and financing activities. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group considers the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for leasing transactions that are within the scope of PSAK 116 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in PSAK 202 Inventories or value in use in PSAK 236 Impairment of Assets.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam ribuan Rupiah ("Rp"), kecuali dinyatakan lain. Lihat Catatan 3d untuk informasi mata uang fungsional Grup.

Figures in the consolidated financial statements are rounded to and stated in thousands of Rupiah ("Rp"), unless otherwise stated. Refer to Note 3d for the information on the Group's functional currency.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area di mana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 4.

The preparation of the consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and asumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

Direksi memiliki, pada saat persetujuan laporan keuangan, suatu ekspektasi yang memadai bahwa Grup memiliki sumber daya yang cukup untuk melanjutkan keberadaan operasinya untuk di masa yang akan datang. Sehingga, mereka melanjutkan penerapan dasar akuntansi kelangsungan usaha dalam penyusunan laporan keuangan konsolidasian.

The directors have, at the time of approving the financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

c. Dasar Konsolidasian

c. Basis of Consolidation

Laporan keuangan konsolidasian menggabungkan laporan keuangan Perusahaan dan entitas yang dikendalikan oleh Perusahaan dan entitas anak (termasuk entitas terstruktur). Pengendalian tercapai di mana Perusahaan memiliki kekuasaan atas *investee*; eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil investor.

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiary. Control is achieved where the Company has the power over the investee; is exposed, or has rights, to variable returns from its involvement with the investee; and has the ability to use its power to affect its returns.

Perusahaan menilai kembali apakah entitas tersebut adalah *investee* jika fakta dan keadaan yang mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga elemen pengendalian yang disebutkan di atas.

The Company reassessed whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Ketika Perseroan memiliki kurang dari hak suara mayoritas pada *investee*, Perseroan memiliki kekuasaan atas *investee* ketika hak suara investor cukup untuk memberinya kemampuan praktis untuk mengarahkan aktivitas relevan secara sepihak.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally.

Perusahaan mempertimbangkan seluruh fakta dan keadaan yang relevan dalam menilai apakah hak suara Perusahaan cukup untuk memberikan Perusahaan kekuasaan, termasuk (i) ukuran kepemilikan hak suara Perusahaan relatif terhadap ukuran dan penyebaran kepemilikan pemilik hak suara lain; (ii) hak suara potensial yang dimiliki oleh Perusahaan, pemegang suara lain atau pihak lain; (iii) hak yang timbul dari pengaturan kontraktual lain; dan (iv) setiap fakta dan keadaan tambahan apapun mengindikasikan bahwa Perusahaan memiliki, atau tidak memiliki, kemampuan kini untuk mengarahkan aktivitas yang relevan pada saat keputusan perlu dibuat, termasuk pemilikan suara dalam rapat umum pemegang saham sebelumnya.

The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including (i) the size of the Company's holding of voting rights relative to the size and dispersion of holding of the other vote holders; (ii) potential voting rights held by the Company, other vote holders or other parties; (iii) rights arising from other contractual arrangements; and (iv) any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous stockholders' meetings.

Konsolidasi entitas anak dimulai ketika Perusahaan memperoleh pengendalian atas entitas anak dan akan dihentikan ketika Perusahaan kehilangan pengendalian pada entitas anak. Secara khusus, pendapatan dan beban entitas anak diakuisisi atau dijual selama tahun berjalan termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dari tanggal diperolehnya pengendalian Perusahaan sampai tanggal ketika Perusahaan berhenti untuk mengendalikan entitas anak.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated statements of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

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.

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 subsidiary have been amended where necessary to ensure consistency with the policies adopted by the Group.

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.

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.

d. Penjabaran Mata Uang Asing

d. Foreign Currency Translation

Transaksi dan Saldo

Transactions and Balances

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada akhir periode pelaporan.

Foreign currency transactions are translated into Rupiah using the exchange rates prevailing at the dates of the transactions. Foreign currency monetary assets and liabilities are translated into Rupiah at the rates of exchange prevailing at end of the the reporting period.

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 secara umum diakui dalam laporan laba rugi konsolidasian.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are generally recognised in the consolidated profit or loss.

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):

	2024	2023	
Mata uang asing			*Foreign currency*
1 USD	16.162	15.416	*1 USD*
1 EUR	16.851	17.140	*1 EUR*

e. Transaksi Pihak-pihak Berelasi

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor):

(a) Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   ii. memiliki pengaruh signifikan atas entitas pelapor; atau
   iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

(b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
   ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
   iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   v. Entitas tersebut adalah suatu program imbalan kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
   vi. Entitas yang dikendalikan bersama oleh orang yang diidentifikasi huruf (a);
   vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas); atau
   viii. 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.

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan konsolidasian.

e. Transactions with Related Parties

A related party is a person or entity that is related to the Group (the reporting entity):

(a) A person or a close member of that person's family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:
   i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
   ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
   iii. Both entities are joint ventures of the same third party;
   iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. The entity is a post employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
   vi. The entity is controlled or jointly controlled by a person identified in (a);
   vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); or
   viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Significant transactions with related parties, whether or not made at similar terms and conditions as those done with third parties, are disclosed in the consolidated financial statements.

f. Instrumen Keuangan

Aset keuangan

Aset keuangan pada awalnya diakui sebesar nilai wajar ditambah biaya transaksi yang terkait. Aset keuangan ini selanjutnya diukur sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi penurunan nilai.

Kategori utama aset keuangan yang dicatat dalam laporan keuangan konsolidasian Group adalah investasi pada entitas anak yang tidak dikonsolidasi, kas dan setara kas, piutang usaha dan lainnya (piutang lain-lain, uang jaminan, tagihan pengembalian pajak, dan sebagainya).

Aset keuangan diklasifikasikan sebagai salah satu dari 3 kategori berikut ini:

- Diukur pada biaya perolehan;
- Diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI);
- Diukur pada nilai wajar melalui laba rugi (FVTPL).

Entitas mengklasifikasikan aset keuangan dengan menggunakan dua dasar yaitu: (a) model bisnis entitas dalam mengelola aset keuangan; (b) karakteristik arus kas kontraktual dari aset keuangan. Modifikasi aset keuangan dianggap substansial dan entitas akan menghentikan pengakuan aset keuangan awal jika: (a) aset keuangan (atau bagiannya) berakhir, ketika debitur dibebaskan secara hukum dari kewajiban utamanya atas aset (atau bagiannya) baik melalui proses hukum atau oleh kreditur; (b) kontrak kredit baru (termasuk opsi konversi ekuitas); atau (c) ada konversi mata uang.

Penurunan nilai aset keuangan

Grup mengakui penyisihan kerugian untuk kerugian kredit ekspektasian ("KKE") atas instrumen utang diukur pada biaya perolehan diamortisasi atau pada FVTOCI, piutang sewa, aset kontrak maupun kontrak jaminan keuangan dan komitmen pinjaman. Nilai kerugian kredit ekspektasian diperbarui pada tanggal pelaporan untuk mencerminkan perubahan risiko kredit sejak pengakuan awal masing-masing instrumen keuangan.

Grup selalu mengakui KKE sepanjang umurnya untuk piutang usaha, aset kontrak dan piutang sewa pembiayaan. Kerugian kredit ekspektasian atas aset keuangan diestimasi menggunakan matriks provisi berdasarkan pengalaman kerugian kredit historis Perusahaan, disesuaikan untuk faktor spesifik debitur, kondisi ekonomi umum serta penilaian atas arah kondisi kini dan perkiraan masa depan pada tanggal pelaporan, termasuk nilai waktu atas uang jika tepat.

f. Financial Instruments

Financial assets

Financial assets are initially recognized at fair value plus related transaction costs. These financial assets are then measured at amortized cost using the effective interest rate method less impairment.

The main categories of financial assets recorded in Group's consolidated financial statements are investments in unconsolidated subsidiaries, cash and cash equivalents, trade receivables and others (other receivables, security deposits, tax refund claims, etc).

Financial assets are classified as one of the following 3 categories:

- *Measured at cost;*
- *Measured at fair value through other comprehensive income (FVTOCI);*
- *Measured at fair value through profit or loss (FVTPL).*

Entities classify financial assets using two bases, namely: (a) the entity's business model in managing financial assets; (b) contractual cash flow characteristics of financial assets. Modifications to a financial asset are considered substantial and an entity will derecognize the original financial asset if: (a) the financial asset (or part thereof) expires, when the debtor is legally released from its primary obligation for the asset (or part thereof) either through legal proceedings or by creditors; (b) new credit contracts (including equity conversion options); or (c) there is a currency conversion.

Impairment of financial assets

The Group recognizes a loss allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, contract assets as well as on financial guaranteed contracts and loan commitments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognizes lifetime ECL for trade receivable, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Untuk semua instrumen keuangan lainnya, Grup mengakui KKE sepanjang umur ketika telah ada peningkatan risiko kredit yang signifikan sejak pengakuan awal. Jika, sebaliknya, risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal, Grup mengukur penyisihan kerugian untuk instrumen keuangan tersebut sejumlah KKE 12 bulan. Penilaian apakah KKE sepanjang umur harus diakui didasarkan pada peningkatan signifikan dalam kemungkinan terjadinya atau pada risiko gagal bayar sejak pengakuan awal dan bukan didasarkan pada bukti aset keuangan yang mengalami kerugian kredit pada tanggal pelaporan atau kejadian gagal bayar sebenarnya.

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12 months ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit impaired at the reporting date or an actual default occurring.

Kerugian kredit ekspektasian sepanjang umur merupakan kerugian kredit ekspektasian yang timbul dari seluruh kemungkinan peristiwa gagal bayar selama perkiraan umur instrumen keuangan. Sebaliknya, KKE 12 bulan mewakili porsi KKE sepanjang umur yang timbul dari peristiwa gagal bayar pada instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12 months ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Pengukuran dan pengakuan atas kerugian kredit ekspektasian

Measurement and recognition of expected credit losses

Pengukuran kerugian kredit ekspektasian merupakan fungsi dari *probability of default, loss given default* (yaitu besarnya kerugian jika terjadi gagal bayar) dan eksposur pada gagal bayar. Penilaian *probability of default* dan *loss given default* berdasarkan data historis yang disesuaikan dengan informasi masa depan seperti dijelaskan di atas. Adapun eksposur atas gagal bayar, untuk aset keuangan, diwakili oleh nilai tercatat bruto aset pada tanggal pelaporan; untuk kontrak jaminan keuangan, eksposur mencakup jumlah yang ditarik pada tanggal pelaporan, ditambah dengan jumlah yang diperkirakan akan ditarik di masa depan sebelum tanggal gagal bayar yang ditentukan berdasarkan tren historis, pemahaman Grup mengenai kebutuhan pembiayaan masa depan yang spesifik dari debiturnya, dan informasi perkiraan masa depan lainnya yang relevan.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

Untuk aset keuangan, kerugian kredit ekspektasian diestimasi sebagai selisih antara seluruh arus kas kontraktual yang jatuh tempo kepada Grup sesuai dengan kontrak dan seluruh arus kas yang diekspektasi akan diterima oleh Grup, didiskontokan pada suku bunga efektif awal.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

Klasifikasi sebagai liabilitas atau ekuitas

Classification as debt or equity

Instrumen utang dan ekuitas yang diterbitkan oleh Grup diklasifikasikan berdasarkan substansi perjanjian kontraktual yang disepakati dan berdasarkan definisi dari liabilitas keuangan dan instrumen ekuitas.

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Instrumen ekuitas

Instrumen ekuitas adalah setiap kontrak yang membuktikan adanya bunga residual dalam aset Grup setelah dikurangi seluruh liabilitasnya. Instrumen ekuitas dicatat sebesar jumlah yang diterima, setelah dikurangi biaya penerbitan langsung.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issuance costs.

Liabilitas keuangan

Grup mengklasifikasikan liabilitas keuangan diukur pada nilai wajar melalui laba rugi dan yang diukur pada biaya perolehan diamortisasi.

Setelah pengakuan awal yaitu, sebesar nilai wajar ditambah biaya transaksi, Grup mengukur seluruh liabilitas keuangan pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut dilepaskan, dibatalkan atau kedaluwarsa.

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari liabilitas keuangan dan metode untuk mengalokasikan biaya bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur liabilitas keuangan, atau (jika lebih tepat) digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih pada saat pengakuan awal.

Financial liabilities

The Group's financial liabilities are classified at amortized costs using the effective interest method.

After initial recognition, which is at fair value plus transaction costs, the Group measures all financial liabilities at amortized cost using effective interest rate method. Financial liabilities are derecognized when the obligation under the liability is discharged, cancelled or has expired.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period to the net carrying amount on initial recognition.

Saling hapus antar instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontinjen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankcrupty of the Group or the counterparty.

g. Kas dan Setara Kas

Kas dan setara kas mencakup kas, simpanan yang sewaktu-waktu bisa dicairkan dan investasi likuid jangka pendek lainnya dengan yang jatuh tempo dalam waktu tiga bulan atau kurang. Kas dan setara kas yang dibatasi penggunaannya disajikan sebagai "kas yang dibatasi penggunaannya".

g. Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less. Cash and time deposits, which are restricted in use, are included within "restricted cash".

h. Piutang Usaha dan Piutang Lain-lain

Piutang usaha adalah jumlah piutang dari pelanggan untuk barang yang dijual atau jasa yang diberikan dalam kegiatan usaha biasa. Piutang lain-lain adalah piutang dari transaksi selain penjualan barang dan jasa.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan yang diamortisasi dengan menggunakan metode bunga efektif, kecuali dampak diskontonya tidak signifikan, dikurangi penyisihan untuk penurunan nilai.

h. Trade and Other Receivables

Trade receivables are amounts due from customers for goods sold or services rendered in the ordinary course of business. Other receivables are receivables from transactions other than the sale of goods and services.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortized cost using the effective interest method, unless the impact of discounting is not significant, less any provision for impairment.

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.

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. 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. Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut. Biaya perolehan juga termasuk estimasi biaya pembongkaran, dan pemindahan aset tetap, dan restorasi lokasi aset.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

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. 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.

Costs after initial recognition are recognized as part of the carrying amount of the asset or as a separate asset, as appropriate, only if it is probable that the Group will obtain future economic benefits in respect of the asset and the cost of the asset can be measured reliably. The carrying value of the replaced component is written off. Repair and maintenance costs are charged to profit or loss in the financial period in which they are incurred.

Biaya perolehan hak atas tanah dalam bentuk HGB (Hak Guna Bangunan) diakui oleh entitas sebagai aset tetap jika secara substansi hak atas tanah tersebut mengalihkan pengendalian atas aset pendasar kepada entitas, meski tanpa pengalihan hak kepemilikan legal. Entitas memiliki pengendalian apabila, berdasarkan substansi, entitas telah memperoleh kemampuan untuk mengarahkan penggunaan tanah dan memperoleh secara substansial seluruh risiko dan sisa manfaat dari tanah legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah, biaya-biaya tersebut tidak disusutkan.

The cost of acquiring land rights in the form of HGB (Building Use Rights) is recognized by an entity as a fixed asset if in substance the land rights transfer control of the underlying asset to the entity, even without a legal transfer of ownership rights. An entity has control if, in substance, it has the ability to direct the use of the land, and obtains substantially all the risks and residual benefits from the land. Initial legal rights to obtain legal rights are recognized as part of land acquisition costs, these costs are not depreciated.

Biaya perbaikan yang signifikan diakui ke dalam jumlah tercatat *(carrying amount)* aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laba/rugi pada saat terjadinya.

Significant repair costs are recognized in the carrying amount of fixed assets as a replacement if they meet the recognition criteria. All maintenance and repair costs that do not meet the recognition criteria are recognized in profit/loss when incurred.

Suku cadang, peralatan siap pakai dan peralatan pemeliharaan diakui sebagai aset tetap ketika memenuhi definisi aset tetap. Jika definisi tidak terpenuhi, maka suku cadang, peralatan siap pakai, dan peralatan pemeliharaan diklasifikasikan sebagai persediaan.

Spare parts, ready-to-use equipment and maintenance equipment are recognized as fixed assets when they meet the definition of fixed assets. If the definition is not met, then spare parts, ready-to-use equipment, and maintenance equipment are classified as inventory.

Penyusutan (selain tanah dan tanah pertambangan) dihitung menggunakan metode garis lurus setelah memperhitungkan nilai residu selama umur masa manfaat ekonomis aset tetap sebagai berikut:

Depreciation (other than land and mining land) is calculated using the straight-line method after calculating the residual value over the useful life of the fixed assets as follows:

	Tahun/*Years*	
Bangunan dan infrastruktur	15 - 50	*Buildings and infrastructures*
Mesin	2 - 50	*Machinery*
Peralatan berat dan kendaraan	4 - 30	*Heavy equipment and vehicles*
Peralatan kantor	2 - 8	*Office equipments*

Tanah dicatat sesuai dengan biaya perolehannya dan tidak disusutkan. Tanah pertambangan dideplesi dengan menggunakan metode unit produksi berdasarkan estimasi cadangan. Masa manfaat ekonomi, nilai residu dan metode penyusutan direview setiap akhir tahun dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

Land is recorded at cost and is not depreciated. Mining land is depleted using the unit of production method based on estimated reserves. The economic useful life, residual value and depreciation method are reviewed at the end of each year and the effect of any changes to these estimates is applied prospectively.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset (dihitung sebagai selisih antara jumlah hasil pelepasan neto dan jumlah tercatat dari aset) diakui dalam laba/rugi pada tahun aset tersebut dihentikan pengakuannya.

The carrying amount of fixed assets is derecognized when they are disposed of or when no future economic benefits are expected from their use or disposal. Gains or losses arising from the derecognition of an asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) are recognized in profit/loss in the year the asset is derecognised.

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.

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, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

k. Aset Takberwujud

k. Intangible Assets

Aset takberwujud diakui jika kemungkinan besar Grup akan memperoleh manfaat ekonomis masa depan dari aset takberwujud dan biaya perolehan aset tersebut dapat diukur secara andal.

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, 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 di bawah 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:

	Masa manfaat/*Useful lives*	
Piranti perangkat lunak	3-5 tahun/*years*	*Computer software*
Lisensi	2-5 tahun/*years*	*License*
Aset takberwujud lainnya	20-30 tahun/*years*	*Other intangible assets*

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. Penurunan Nilai Aset

l. Impairment of Assets

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.

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.

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.

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.

Jika jumlah terpulihkan suatu aset lebih kecil dari jumlah tercatatnya, jumlah tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya. Penurunan tersebut segera diakui dalam laba rugi.

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.

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, jumlah tercatat aset tersebut dinaikkan ke jumlah terpulihkannya. Kenaikan ini merupakan pembalikan dari rugi penurunan nilai sebelumnya.

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.

m. Pajak Penghasilan

m. Income Tax

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.

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.

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 kelebihannya 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.

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 tax rates that have been enacted or substantively enacted by the end of the reporting period.

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.

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.

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.

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.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak, kecuali perbedaan temporer kena pajak yang berasal dari:

A deferred tax liability shall be recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

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.

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.

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.

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, that have been enacted, or substantively enacted, by the end of the reporting period.

Jumlah tercatat aset pajak tangguhan direviu 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.

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.

Grup melakukan saling hapus atas aset pajak tangguhan dan liabilitas pajak tangguhan serta aset pajak kini dan liabilitas pajak kini, jika Grup:

The Group offsets deferred tax assets and deferred tax liabilities and current tax assets and current tax liabilities if the Group:

a) Memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan

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.

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.

n. Imbalan Kerja

n. Employee Benefit

Imbalan kerja jangka pendek

Short-term employee benefits

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.

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.

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus, dan insentif.

Short term employee benefits include such as wages, salaries, bonus, and incentive.

Imbalan pascakerja

Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan sebagaimana diubah dengan Undang-undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-undang.

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.

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 di mana 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.

Post-employment benefits

Post employment benefits such as retirement, severance and service payments are calculated based on Law number 13 of 2003 concerning Manpower as amended by Law number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2022 concerning Job Creation into Law.

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.

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.

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 aktuaria atas liabilitas imbalan kerja jangka panjang lainnya diakui pada laba rugi.

Other long-term employee benefits liabilities

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 recognized on profit or loss.

o. Provisi

Provisi diakui ketika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu, kemungkinan besar Grup diharuskan menyelesaikan kewajiban dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah yang diakui sebagai provisi adalah hasil estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan risiko dan ketidakpastian yang meliputi kewajibannya.

Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas (ketika pengaruh nilai waktu uang bersifat material).

Ketika beberapa atau seluruh manfaat ekonomi untuk penyelesaian provisi yang diharapkan dapat dipulihkan dari pihak ketiga, piutang diakui sebagai aset apabila terdapat kepastian bahwa penggantian akan diterima dan jumlah piutang dapat diukur secara andal.

Provisi restorasi

Provisi atas biaya untuk memulihkan aset pabrik yang disewa ke kondisi semula, sebagaimana disyaratkan oleh syarat dan ketentuan sewa, diakui ketika kewajiban terjadi, yaitu ketika tanggal permulaan atau sebagai akibat dari penggunaan aset pendasar pada periode sewa tertentu, dengan estimasi terbaik direksi atas pengeluaran yang disyaratkan untuk memulihkan aset tersebut. Estimasi direviu secara teratur dan disesuaikan berdasarkan kondisi-kondisi baru yang sesuai.

Rehabilitasi dan restorasi tanah tambang

Provisi atas rehabilitasi dan restorasi tanah tambang ditentukan berdasarkan ketentuan dan peraturan yang berlaku. Provisi tersebut dinilai kembali secara rutin dan dampak perubahannya diakui secara prospektif.

o. Provision

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Restoration provisions

Provisions for the costs to restore leased plant assets to their original condition, as required by the terms and conditions of the lease, are recognised when the obligation is incurred, either at the commencement date or as a consequence of having used the underlying asset during a particular period of the lease, at the directors' best estimate of the expenditure that would be required to restore the assets. Estimates are regularly reviewed and adjusted as appropriate for new circumstances.

Quarry rehabilitation and restoration

The provision for quarry rehabilitation and restoration is based principally on legal and regulatory requirements. The provision is reassessed regularly and the effects of change are recognised prospectively.

Rehabilitasi dan restorasi tanah tambang yang dilaksanakan Grup mencakup namun tidak terbatas pada penggantian tanah bagian atas, pengerukan endapan pada kolam dan bendungan, pengawasan kualitas air, pengolahan limbah, penanaman kembali, dan pembibitan tanaman hutan.

Quarry rehabilitation and restoration at the Group includes, but is not limited to, top soil replacement, dredging of sediment ponds and dams, water quality control, waste handling, forest planting, and seeding.

p. Utang Usaha dan Utang Lain-lain

p. Trade and Other Payable

Utang usaha mencakup unsur-unsur berupa utang kepada pemasok barang/jasa yang diberikan dalam siklus operasi suatu entitas, dan tagihan yang belum diterima (untuk pembelian yang sudah dikirimkan tapi belum ditagih).

Trade payables include elements in the form of debts to suppliers of goods/services provided in the operating cycle of an entity, and invoices that have not been received (for purchases that have been sent but not yet invoiced).

Utang lain-lain mencakup unsur utang kepada pemasok atas aset tetap, provisi atas biaya yang terkait upah dan gaji, jaminan sosial, utang atas transaksi khusus dengan pemerintah, badan publik dan organisasi internasional, pendapatan yang ditangguhkan, utang ke SIG group, dan utang dividen.

Other debts include elements of debt to suppliers for fixed assets, provisions for costs related to wages and salaries, social security, debt for special transactions with the government, public bodies and international organizations, deferred income, debt to the SIG group, and dividends payable.

Utang usaha dan utang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan yang diamortisasi dengan menggunakan metode bunga efektif, kecuali dampak diskontonya tidak signifikan.

Trade and other payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, unless the impact of discounting is not significant.

Grup mengadakan perjanjian *supplier financing* dengan bank, di mana bank setuju untuk memberikan pelunasan lebih cepat atas utang usaha Grup kepada pemasok atas faktur yang dipilih oleh pemasok.

The Group enters into supplier finance agreements with banks, whereby the banks agree to provide early payment of the Group's trade payables to the supplier in respect of invoice selected by the supplier.

q. Pengakuan Pendapatan dan Beban

q. Revenues and Expenses Recognition

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).

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).

Pendapatan dari kontrak dengan pelanggan

Revenue from contracts with customers

Perusahaan mengakui pendapatan sesuai dengan PSAK 115, “Pendapatan dari Kontrak dengan Pelanggan”, dengan melakukan analisis transaksi melalui metode lima langkah pengakuan pendapatan sebagai berikut:

The Company recognizes revenues in accordance with PSAK 115, “Revenue from Contracts with Customers”, by performing transaction analysis through the five steps of income recognition model as follows:

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.

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 entity will receive consideration for the goods or services transferred.*

2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.

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. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak.

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. 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).

4. *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).*

Pendapatan dari penjualan barang diakui ketika pengendalian dialihkan kepada pelanggan. Terdapat kondisi di mana pertimbangan diperlukan berdasarkan lima indikator pengendalian di bawah ini:

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. 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.

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. Pelanggan memiliki kewajiban kini untuk membayar sesuai dengan syarat dan ketentuan dalam kontrak penjualan.

2. *The customer has a present obligation to pay in accordance with the terms of the sales contract.*

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 aktual tidak signifikan.

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. Pelanggan telah memiliki hak kepemilikan legal atas barang.

4. *The customer has legal title to the goods.*

5. Pelanggan telah menerima kepemilikan fisik atas barang.

5. *The customer has physical possession of the goods.*

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 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.

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 execution does not result in an asset with an alternative use for the Group, and the Group has the right to enforce payment for the execution that has been completed up to the reporting date.*
- *For each performance obligation satisfied over time, the Group recognises revenue over time by measuring the progress towards complete satisfaction of that performance obligation.*

The Group applies the output method for measuring progress. The Group excludes from the measure of progress any goods or services for which the Group does not transfer control to a customer. The Group recognises revenue for a performance obligation satisfied overtime only if the Group can reasonably measure its progress towards complete satisfaction of the performance obligation. In some circumstances, the Group may not be able to reasonably measure the outcome of a performance obligation, but the Group expects to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Group recognises revenue only to the extent of the costs incurred until such time that it can reasonably measure the outcome of the performance obligation.

r. 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 instrumen berpotensi saham biasa yang bersifat *dilutive*.

r. 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.

s. Sewa

Pada tanggal insepsi kontrak, Grup menilai apakah kontrak merupakan, atau mengandung sewa, didasarkan pada jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

s. Leases

On the contract inception date, the Group assesses whether a contract constitutes, or contains a lease, based on whether it provides for the right to control the use of the identified asset for a period of time in exchange for consideration.

a. Grup sebagai *lessee*

Pada tanggal permulaan sewa, *lessee* perlu mengakui aset hak-guna dan liabilitas sewa untuk seluruh sewa, selain sewa jangka pendek atau aset pendasar yang bernilai rendah. *Lessee* mengukur aset hak-guna pada biaya perolehan, yang meliputi jumlah pengukuran awal liabilitas sewa, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima. Grup menyajikan aset hak-guna sebagai bagian dari "aset tetap" pada Laporan Posisi Keuangan konsolidasian. Grup menyajikan aset hak-guna sebagai bagian dari "aset tetap" pada Laporan Posisi Keuangan Konsolidasian. Grup menggunakan suku bunga pinjaman *incremental* sebagai tingkat bunga diskonto.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan sewa hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa. Jika sewa mengalihkan kepemilikan aset pendasar kepada *lessee* pada akhir masa sewa atau jika biaya perolehan aset hak guna merefleksikan *lessee* akan mengeksekusi opsi beli, maka *lessee* menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar.

Setelah tanggal permulaan, aset hak-guna diukur dengan menerapkan model biaya, dan liabilitas sewa diukur dengan meningkatkan jumlah tercatat untuk merefleksikan bunga atas liabilitas sewa, mengurangi jumlah tercatat untuk merefleksikan sewa yang telah dibayar, dan mengukur kembali jumlah tercatat untuk merefleksikan penilaian kembali atau modifikasi sewa. Bunga atas liabilitas sewa pada masing-masing periode selama masa sewa adalah jumlah yang menghasilkan suku bunga periodik yang konstan atas sisa saldo liabilitas sewa.

Grup telah memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki jangka waktu sewa 12 bulan atau kurang, dan sewa yang aset pendasarnya bernilai rendah. Grup mengakui pembayaran terkait dengan sewa sebagai beban dengan metode garis lurus selama masa sewa.

b. Grup sebagai *lessor*

Sewa diklasifikasikan sebagai sewa pembiayaan jika mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Sewa diklasifikasikan sebagai sewa operasi jika sewa tersebut tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar.

a. The Group as lessee

On the lease commencement date, the lessee needs to recognize right-of-use assets and lease liabilities for all leases, other than short-term leases or low-value underlying assets. The lessee measures the right-of-use asset at cost, which includes the initial measurement amount of the lease liabilities, plus the initial direct costs incurred and the estimated costs that would be incurred to dismantle and remove the underlying asset or to restore the underlying asset to the condition required and the terms of the lease, minus the rental incentives received. The Group presents right-of-use assets as part of "fixed assets" in the consolidated Statement of Financial Position. The Group presents right-of-use assets as part of "fixed assets" in the Consolidated Statement of Financial Positions. The Group uses the incremental loan interest rate as the discount interest rate.

The right-of-use asset is then depreciated using the straight-line method from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the lease transfers ownership of the underlying asset to the lessee at the end of the lease term or if the cost of the right-of-use asset reflects the lessee's exercise of a purchase option, then the lessee depreciates the right-of-use asset from its inception date to the end of the useful life of the underlying asset.

After the commencement date, right-of-use assets are measured using the cost model, and lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities, reducing the carrying amount to reflect the rent already paid, and remeasuring the carrying amount to reflect the revaluation or modification. The interest on the lease liabilities in each period during the lease term is the amount that results in a constant periodic interest rate on the remaining balance of the lease liabilities.

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less, and leases for which the underlying asset is of low value. The Group recognizes lease-related payments as an expense on a straight-line basis over the term of the lease.

b. The Group as lessor

A lease is classified as a finance lease if it transfers substantially all the risks and rewards associated with ownership of the underlying asset. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards associated with ownership of the underlying asset.

t. Dividen

Pembagian dividen diakui sebagai liabilitas ketika dividen tersebut disetujui Rapat Umum Pemegang Saham Perseroan. Pembagian dividen diakui sebagai liabilitas ketika dividen disetujui berdasarkan keputusan rapat direksi dan persetujuan dewan komisaris telah diperoleh serta sudah diumumkan kepada publik.

t. Dividend

Dividend distributions are recognised as a liability when the dividends are approved in the Company's General Meeting of the Shareholders. Dividend distributions are recognised as a liability when the dividends are approved by a board of directors' resolution, approval has been obtained from the board of commissioners and a public announcement has been made.

u. Pelaporan Segmen

Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang diberikan kepada pengambil keputusan operasi utama. Pengambil keputusan operasi utama, yang bertanggung jawab mengalokasikan sumber daya dan menilai kinerja segmen operasi, telah diidentifikasi sebagai komite pengarah yang mengambil keputusan strategis.

u. Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the steering committee that makes strategic decisions.

4. PERTIMBANGAN KRITIS AKUNTANSI DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI

Dalam penerapan kebijakan akuntansi Grup, yang dijelaskan dalam Catatan 3, Direksi diwajibkan untuk membuat pertimbangan, estimasi dan asumsi tentang jumlah tercatat aset dan liabilitas yang tidak tersedia dari sumber lain. Estimasi dan asumsi yang terkait didasarkan pada pengalaman historis dan faktor-faktor lain yang dianggap relevan. Hasil aktualnya mungkin berbeda dari estimasi tersebut.

Estimasi dan asumsi yang mendasari ditelaah secara berkelanjutan. Revisi estimasi akuntansi diakui dalam periode dimana estimasi tersebut direvisi jika revisi hanya mempengaruhi periode tersebut, atau pada periode revisi dan periode masa depan jika revisi mempengaruhi periode saat ini dan masa depan.

Pertimbangan Kritis dalam Penerapan Kebijakan Akuntansi

Tidak terdapat pertimbangan kritis, selain dari yang melibatkan estimasi di bawah ini, yang telah dibuat Direksi dalam proses penerapan kebijakan akuntansi Grup dan yang memiliki pengaruh signifikan terhadap jumlah yang diakui dalam laporan keuangan konsolidasian.

Sumber Utama Ketidakpastian Estimasi

Asumsi utama mengenai masa depan dan sumber estimasi lainnya pada akhir periode pelaporan, yang memiliki risiko signifikan yang dapat mengakibatkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas dalam periode pelaporan berikutnya dijelaskan di bawah ini:

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group accounting policies, which are described in Note 3, the Directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical Judgments in Applying Accounting Policies

There are no critical judgments, apart from those involving estimations below, that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognized consolidated financial statements.

Key Sources of Estimation Uncertainty

The key assumptions concerning future and other key sources of estimation at the end of the reporting period, that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed as follows:

Penyisihan untuk kerugian kredit ekspektasian atas piutang usaha

KKE individual atas piutang dinilai berdasarkan estimasi arus kas masa depan, skenario kombinasi, dan asumsi bobot probabilitas. Dalam menghitung cadangan kerugian penurunan nilai, manajemen membuat pertimbangan mengenai situasi keuangan pihak lawan dan nilai realisasi bersih dari agunan yang diberikan.

Liabilitas imbalan kerja

Nilai kini liabilitas imbalan kerja tergantung pada sejumlah faktor yang ditentukan dengan menggunakan asumsi aktuaria.

Asumsi yang digunakan dalam menentukan biaya bersih untuk pensiun termasuk tingkat pengembalian jangka panjang yang diharapkan atas aset program yang sama dan relevan, tingkat kenaikan gaji di masa datang dan tingkat diskonto. Setiap perubahan dalam asumsi ini akan berdampak pada nilai tercatat liabilitas imbalan kerja.

Allowance for expected credit losses for trade receivables

Individual ECL on receivables is assessed by the estimation of future cash flows, combining scenarios, and probability weightings assumptions. In calculating allowance for impairment losses, management makes judgments about the counterparty's financial situation and the net realizable value of any underlying collateral.

Employee benefit obligation

The present value of the employee benefit obligations depends on a number of factors that are determined by using actuarial assumptions.

The assumptions used in determining the net cost for pensions include the same and relevant rate for expected long term rate of return on plan assets, future salary increase and the discount rate. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

5. KAS DAN SETARA KAS / *5. CASH AND CASH EQUIVALENTS*

	2024	2023	
Kas	-	294	*Cash on hand*
Kas di bank	9.843.338	8.386.581	*Cash in banks*
Deposito berjangka	20.000.000	90.000.000	*Time deposits*
Jumlah	29.843.338	98.386.875	*Total*

a. Kas / *a. Cash on Hand*

	2024	2023	
Rupiah	-	294	*Rupiah*

b. Kas di Bank / *b. Cash in Bank*

	2024	2023	
Pihak berelasi (Catatan 35a)	9.458.937	8.086.576	*Related parties (Note 35a)*
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	220.041	219.555	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Central Asia Tbk	136.673	26.029	*PT Bank Central Asia Tbk*
PT Bank Mega Syariah	26.024	28.385	*PT Bank Mega Syariah*
PT Bank CIMB Niaga Tbk	1.663	277	*PT Bank CIMB Niaga Tbk*
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	-	25.759	*PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung*
Jumlah	9.843.338	8.386.581	*Total*

c. Deposito Berjangka / ***c. Time Deposit***

	2024	2023	
Pihak berelasi (Catatan 35b)	-	90.000.000	*Related parties (Note 35b)*
Pihak ketiga			*Third party*
Rupiah			*Rupiah*
PT Bank Pembangunan Daerah			*PT Bank Pembangunan Daerah*
Jawa Barat dan Banten Tbk	20.000.000	-	*Jawa Barat dan Banten Tbk*
Jumlah	20.000.000	90.000.000	*Total*

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 deposits are as follows:

	2024	2023	
Rupiah	6% - 6,7%	2,25% - 7,35%	*Rupiah*
Jangka waktu	1 bulan - 3 bulan/ *1 month - 3 months*	1 bulan - 3 bulan/ *1 month - 3 months*	*Maturity period*

6. PIUTANG USAHA / *6. TRADE RECEIVABLES*

Saldo piutang usaha dari pihak ketiga merupakan tagihan atas penjualan semen kepada para distributor semen:

Balance of trade receivable from third parties represents receivable for sales to cement distributors:

	2024	2023	
Pihak berelasi (Catatan 35c)	591.114.568	336.458.042	*Related parties (Note 35c)*
Cadangan kerugian penurunan nilai	-	-	*Allowance for impairment losses*
	591.114.568	336.458.042	
Pihak ketiga	427.598.356	447.662.200	*Third parties*
Cadangan kerugian penurunan nilai	(316.232.985)	(325.150.844)	*Allowance for impairment losses*
	111.365.371	122.511.356	
Jumlah	702.479.939	458.969.398	*Total*

Mulai tahun 2023, Perusahaan melakukan penjualan semen melalui mega distributor yang dikelola oleh PT Semen Indonesia (Persero) Tbk.

Starting from 2023, the Company sold cement through a mega distributor managed by PT Semen Indonesia (Persero) Tbk.

Rincian piutang yang melebihi 5% dari jumlah piutang usaha untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Details of receivables that are more than 5% of the total trade receivables for the year ended December 31, 2024 and 2023 are as follows:

	2024	2024	
PT Semen Indonesia (Persero) Tbk	513.779.128	50%	*PT Semen Indonesia (Persero) Tbk*
PT Maju Mix Bersama Abadi	114.381.327	11%	*PT Maju Mix Bersama Abadi*
PT Kapuas Musi Madelyn	74.975.736	7%	*PT Kapuas Musi Madelyn*
PT Matra Agung Persada	61.300.184	6%	*PT Matra Agung Persada*
PT Solusi Bangun Indonesia Tbk	50.889.749	5%	*PT Solusi Bangun Indonesia Tbk*
Jumlah	815.326.124	79%	*Total*

	2023	2023	
PT Semen Indonesia (Persero) Tbk	215.016.422	27%	*PT Semen Indonesia (Persero) Tbk*
PT Maju Mix Bersama Abadi	117.081.327	15%	*PT Maju Mix Bersama Abadi*
PT Kapuas Musi Madelyn	74.975.736	10%	*PT Kapuas Musi Madelyn*
PT Semen Padang	65.848.887	8%	*PT Semen Padang*
PT Matra Agung Persada	63.556.855	8%	*PT Matra Agung Persada*
Jumlah	536.479.227	68%	*Total*

Umur piutang usaha berdasarkan jatuh tempo adalah sebagai berikut:

The aging of trade receivables based on due date is as follows:

	2024	2023	
Belum jatuh tempo	231.436.866	156.224.762	*Not yet due*
Jatuh tempo:			*Overdue:*
1 - 45 hari	331.670.110	199.437.043	*1 - 45 days*
46 - 135 hari	58.848.300	71.237.630	*46 - 135 days*
136 - 365 hari	46.048.330	7.919.848	*136 - 365 days*
Lebih dari 365 hari	350.709.318	349.300.959	*More than 365 days*
	1.018.712.924	784.120.242	
Cadangan kerugian penurunan nilai	(316.232.985)	(325.150.844)	*Allowance for impairment losses*
Jumlah	702.479.939	458.969.398	*Total*

Mutasi penyisihan penurunan nilai piutang adalah sebagai berikut:

The movement of allowance for impairment losses of receivables are as follows:

	2024	2023	
Saldo awal	(325.150.844)	(357.880.826)	*Beginning balance*
Pembalikan penyisihan kerugian penurunan nilai	8.917.859	32.729.982	*Reversal of allowance for impairment losses*
Saldo akhir	(316.232.985)	(325.150.844)	*Ending balance*

Pada tanggal 31 Desember 2024, dalam melakukan perhitungan cadangan kerugian penurunan nilai piutang, Grup memperhitungkan jaminan pelanggan sebagai pengurang cadangan kerugian penurunan nilai piutang sebesar Rp168.497.729 (2023: Rp116.541.593).

As of December 31, 2024, 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 Rp168,497,729 (2023: Rp116,541,593).

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 di mana 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 amounts 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 change in credit quality and the amounts of recoverable receivable.

Pada tanggal 31 Desember 2024 dan 2023, dalam melakukan perhitungan cadangan kerugian penurunan nilai piutang, Grup menerapkan metode kolektif untuk menentukan cadangan penurunan nilai piutang untuk piutang dengan kategori distributor yang masih aktif baik secara tunai atau cicilan secara langsung ke Grup. Grup juga menerapkan metode individual untuk melakukan perhitungan cadangan kerugian penurunan nilai piutang. Metode individual dibedakan menjadi dua yaitu metode individual pihak berelasi dan pihak ketiga, metode individual pihak ketiga ini dihitung ketika piutang menunggak di atas 365 hari dan tidak melakukan penebusan baik secara tunai atau cicilan secara langsung ke Perusahaan. Per 31 Desember 2024, penyisihan kerugian penurunan nilai yang timbul dari metode perorangan pihak ketiga sebesar Rp316.232.985 (2023: Rp323.440.711). Sedangkan untuk piutang pihak berelasi, tidak dilakukan pencadangan karena risiko kredit rendah.

On December 31, 2024 and 2023, in calculating the allowance for impairment losses on receivables, the Group applied collective method to determine the allowance for impairment of receivables for receivables in the distributor category that are still active in purchase either in cash or direct installment to the Group. The Group also applies an individual method to calculate allowance for impairment losses on receivables. The individual method is divided into two, namely the related party and third-party individual method. This third-party individual method is calculated when receivables are overdue for more than 365 days and there is no redemption either in cash or installment directly to the Company. As of December 31, 2024, the allowance for impairment losses arising from the third-party individual method amounted to Rp316,232,985 (2023: Rp323,440,711). Meanwhile, no provision is made for related parties' receivables because the credit risk is low.

Pada akhir periode pelaporan, manajemen Grup berkeyakinan bahwa penyisihan penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

At the end of reporting period, the management of the Group believes that the allowance for impairment is adequate to cover possible losses from uncollectible receivables.

7. PIUTANG LAIN-LAIN / *7. OTHER RECEIVABLES*

Piutang lainnya merupakan tagihan atas kompensasi yang timbul dari pemanfaatan limbah berbahaya dan beracun serta transaksi selain penjualan barang dan jasa, dan penggantian gaji yang dikeluarkan oleh karyawan yang ditugaskan ke entitas lain dengan jangka waktu pembayaran dalam waktu satu tahun:

Other receivables represents billing for compensation arising from the utilization of hazardous and toxic waste and transactions other than the sale of goods and services, and reimbursement of salaries incurred by employees who were put on duty to another entities with repayment period within one year:

	2024	2023	
Pihak berelasi (Catatan 35d)	11.572.129	3.133.125	*Related parties (Note 35d)*
Cadangan kerugian penurunan nilai	-	-	*Allowance for impairment losses*
Subtotal	11.572.129	3.133.125	*Subtotal*
Pihak ketiga	8.564.374	6.704.100	*Third parties*
Cadangan kerugian penurunan nilai	(7.023.274)	(6.700.597)	*Allowance for impairment losses*
Subtotal	1.541.100	3.503	*Subtotal*
Total	13.113.229	3.136.628	*Total*

Umur piutang lain-lain berdasarkan jatuh tempo adalah sebagai berikut:

The aging of other receivables based on the due date are as follows:

	2024	2023	
Lancar	13.020.670	3.394.944	*Current*
1 - 45 hari	374.016	-	*1 - 45 days*
46 - 135 hari	317.570	-	*46 - 135 days*
136 - 365 hari	80.984	16.290	*136 - 365 days*
Lebih dari 365 hari	6.343.263	6.425.991	*More than 365 days*
	20.136.503	9.837.225	
Cadangan kerugian penurunan nilai	(7.023.274)	(6.700.597)	*Allowance for impairment losses*
Jumlah	13.113.229	3.136.628	*Total*

Rincian mutasi penurunan nilai piutang lain-lain adalah sebagai berikut:

The details of the mutation for impairment of other receivables are as follows:

	2024	2023	
Saldo awal	(6.700.597)	(6.474.855)	*Beginning balance*
Penambahan cadangan piutang usaha tak tertagih	(322.677)	(225.742)	*Additions of allowance for doubtful accounts*
Saldo akhir	(7.023.274)	(6.700.597)	*Ending balance*

Manajemen berpendapat bahwa cadangan penurunan nilai piutang lain-lain tersebut telah memadai untuk menutupi risiko tidak tertagihnya piutang lain-lain.

Management believes that the allowance for impairment losses is adequate to cover the risk of uncollectible other receivables.

8. PERSEDIAAN / *8. INVENTORIES*

	2024	2023	
Bahan baku dan penolong			*Raw and supporting materials*
Bahan baku	43.486.198	33.400.412	*Raw material*
Bahan pembungkus	15.903.867	19.334.769	*Packaging*
Bahan bakar	5.365.983	4.865.142	*Fuel*
Bahan pelumas	3.605.825	2.207.116	*Lubricants*
Bahan kimia	562.095	673.969	*Chemicals*
Bahan pasir mortar	49.186	49.186	*Mortar sand*
Subjumlah	68.973.154	60.530.594	*Subtotal*
Barang dalam proses			*Work in process*
Terak	61.235.219	52.254.116	*Clinker*
Batu kapur	2.434.350	2.131.526	*Limestone*
Raw mill	1.977.142	3.137.239	*Raw mill*
Tanah liat	757.906	653.573	*Clay*
Subjumlah	66.404.617	58.176.454	*Subtotal*
Barang jadi			*Finished goods*
Semen curah	10.966.005	12.955.198	*Bulk cement*
Semen bungkus	4.425.993	2.188.969	*Bagged cement*
White clay	779.329	778.823	*White clay*
Mortar	189.168	189.168	*Mortar*
Subjumlah	16.360.495	16.112.158	*Subtotal*
Suku cadang dan lain-lain	126.032.791	145.994.436	*Spare parts and others*
Jumlah persediaan	277.771.057	280.813.642	*Total inventories*
Cadangan keusangan/kerugian nilai	(41.503.025)	(34.913.671)	*Allowance for obsolescence/losses*
Jumlah	236.268.032	245.899.971	*Total*

Pada tanggal 31 Desember 2024, seluruh persediaan diasuransikan pada PT Asuransi Jasa Indonesia (Persero) dengan nilai pertanggungan sebesar Rp326.832.091 (2023: Rp326.832.091).

As of December 31, 2024, all inventories were insured to PT Asuransi Jasa Indonesia (Persero) with the coverage value amounting to Rp326,832,091 (2023: Rp326,832,091).

Manajemen berpendapat bahwa, nilai pertanggungan asuransi tersebut telah memadai untuk menutupi kerugian yang mungkin timbul dari risiko-risiko tersebut.

Management believes that the insurance coverage is adequate to cover possible losses arising from such risks.

Mutasi cadangan persediaan usang atau kerugian nilai adalah sebagai berikut:

The movements of allowance for obsolence or losses inventories are as follows:

	2024	2023	
Saldo awal	(34.913.671)	(36.445.551)	*Beginning balance*
(Penambahan) pemulihan	(6.589.354)	1.531.880	*(Addition) recovery*
Saldo akhir	(41.503.025)	(34.913.671)	*Ending balance*

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 its net realizable values.

9. BEBAN DIBAYAR DIMUKA / *9. PREPAID EXPENSES*

	2024	2023	
Asuransi	1.547.970	2.617.771	*Insurance*
Pajak	558.795	534.632	*Tax*
Lain-lain	9.857	36.238	*Others*
Jumlah	2.116.622	3.188.641	*Total*

10. UANG MUKA / *10. ADVANCES*

	2024	2023	
Uang muka pembelian	1.932.342	1.480.028	*Purchase advance payment*
Uang muka karyawan	985.308	794.144	*Employee advance*
Jumlah	2.917.650	2.274.172	*Total*

11. ASET KEUANGAN LANCAR LAINNYA / *11. OTHER CURRENT FINANCIAL ASSETS*

	2024	2023	
Piutang klaim asuransi			*Insurance claim receivables*
Pihak berelasi (Catatan 35e)	972.087	972.087	*Related parties (Note 35e)*
Pendapatan bunga deposito			*Interest income of deposits*
Pihak berelasi (Catatan 35e)	124	6.335	*Related parties (Note 35e)*
Pihak ketiga	35.273	52.563	*Third parties*
Aset lancar lainnya	-	76.181	*Other current assets*
Jumlah	1.007.484	1.107.166	*Total*

12. ASET TETAP / *12. FIXED ASSETS*

Aset tetap terdiri dari aset tetap kepemilikan langsung, aset hak guna, dan aset tetap dalam pembangunan. Komposisi dan ikhtisar mutasi aset tetap dan akumulasi penyusutannya pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Property, plant and equipment consist of direct ownership, right of use assets, and construction in progress. The composition and balance movements of fixed assets as well as the accumulated depreciations as of December 31, 2024 and 2023 are presented as follows:

	1 Januari/ *January 1,* 2024	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	31 Desember/ *December 31,* 2024	
Harga perolehan						***Acquisition cost***
Kepemilikan langsung						*Direct ownership*
Tanah	148.851.184	-	-	-	148.851.184	*Land*
Tanah tambang	75.411.092	-	(2.361.140)	-	73.049.952	*Mining properties*
Bangunan dan infrastruktur	1.565.397.445	114.150	(243.846)	3.219.900	1.568.487.649	*Buildings and infrastructures*
Mesin	3.634.228.603	34.606.872	-	5.244.934	3.674.080.409	*Machinery*
Peralatan berat dan kendaraan	189.043.993	4.310.586	(4.310.639)	700.000	189.743.940	*Heavy equipment and vehicles*
Peralatan kantor	94.577.826	739.997	-	675.500	95.993.323	*Office equipment*
Subjumlah	5.707.510.143	39.771.605	(6.915.625)	9.840.334	5.750.206.457	*Subtotal*
Aset dalam pembangunan	76.346.167	41.714.333	(2.934.819)	(9.840.334)	105.285.347	*Construction in progress*
Subjumlah	5.783.856.310	81.485.938	(9.850.444)	-	5.855.491.804	*Subtotal*
Aset hak guna						*Right of use assets*
Tanah	107.986.606	-	-	-	107.986.606	*Land*
Bangunan	10.661.255	1.876.176	-	-	12.537.431	*Building*
Kendaraan	9.398.865	2.614.135	-	-	12.013.000	*Vehicles*
Alat berat	15.189.012	-	(15.189.012)	-	-	*Heavy equipment*
Subjumlah	143.235.738	4.490.311	(15.189.012)	-	132.537.037	*Subtotal*
Jumlah harga perolehan	5.927.092.048	85.976.249	(25.039.456)	-	5.988.028.841	*Total acquisition cost*
Akumulasi penyusutan						*Accumulated depreciation*
Tanah tambang	7.549.232	613.682	(552.611)	-	7.610.303	*Mining properties*
Bangunan dan infrastruktur	407.496.312	42.445.860	(243.846)	-	449.698.326	*Buildings and infrastructures*
Mesin	1.314.731.365	137.457.101	-	-	1.452.188.466	*Machinery*
Peralatan berat dan kendaraan	109.769.194	12.846.133	(2.411.373)	-	120.203.954	*Heavy equipment and vehicles*
Peralatan kantor	82.682.488	2.428.393	-	-	85.110.881	*Office equipment*
Subjumlah	1.922.228.591	195.791.169	(3.207.830)	-	2.114.811.930	*Subtotal*
Aset hak guna						*Right of use assets*
Tanah	18.538.710	4.953.428	-	-	23.492.138	*Land*
Bangunan	9.735.374	1.024.059	-	-	10.759.433	*Building*
Kendaraan	7.188.350	1.763.003	-	-	8.951.353	*Vehicles*
Alat berat	14.001.665	-	(14.001.665)	-	-	*Heavy equipment*
Subjumlah	49.464.099	7.740.490	(14.001.665)	-	43.202.924	*Subtotal*
Jumlah akumulasi penyusutan	1.971.692.690	203.531.659	(17.209.495)	-	2.158.014.854	*Total accumulated depreciation*
Nilai buku	3.955.399.358				3.830.013.987	*Net book value*

	1 Januari/ *January 1,* 2023	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	31 Desember/ *December 31,* 2023	
Harga perolehan						***Acquisition cost***
Kepemilikan langsung						*Direct ownership*
Tanah	134.169.236	208.971	-	14.472.977	148.851.184	*Land*
Tanah tambang	75.686.856	91.560	(367.324)	-	75.411.092	*Mining properties*
Bangunan dan infrastruktur	1.549.641.417	6.950.341	-	8.805.687	1.565.397.445	*Buildings and infrastructures*
Mesin	3.588.159.906	28.781.749	-	17.286.948	3.634.228.603	*Machinery*
Peralatan berat dan kendaraan	187.960.579	452.100	-	631.314	189.043.993	*Heavy equipment and vehicles*
Peralatan kantor	86.812.664	1.920.162	-	5.845.000	94.577.826	*Office equipment*
Subjumlah	5.622.430.658	38.404.883	(367.324)	47.041.926	5.707.510.143	*Subtotal*
Aset dalam pembangunan	74.218.929	60.602.286	(12.064.436)	(46.410.612)	76.346.167	*Construction in progress*
Subjumlah	5.696.649.587	99.007.169	(12.431.760)	631.314	5.783.856.310	*Subtotal*
Aset hak guna						*Right of use assets*
Tanah	107.986.606	-	-	-	107.986.606	*Land*
Bangunan	10.661.255	-	-	-	10.661.255	*Building*
Kendaraan	7.645.162	2.385.017	-	(631.314)	9.398.865	*Vehicles*
Alat berat	15.189.012	-	-	-	15.189.012	*Heavy equipment*
Subjumlah	141.482.035	2.385.017	-	(631.314)	143.235.738	*Subtotal*
Jumlah harga perolehan	5.838.131.622	101.392.186	(12.431.760)	-	5.927.092.048	*Total acquisition cost*
Akumulasi penyusutan						*Accumulated depreciation*
Tanah tambang	6.889.017	660.215	-	-	7.549.232	*Mining properties*
Bangunan dan infrastruktur	365.059.642	42.436.670	-	-	407.496.312	*Buildings and infrastructures*
Mesin	1.169.241.831	145.489.534	-	-	1.314.731.365	*Machinery*
Peralatan berat dan kendaraan	96.493.193	12.644.687	-	631.314	109.769.194	*Heavy equipment and vehicles*
Peralatan kantor	79.320.900	3.361.588	-	-	82.682.488	*Office equipment*
Subjumlah	1.717.004.583	204.592.694	-	631.314	1.922.228.591	*Subtotal*
Aset hak guna						*Right of use assets*
Tanah	13.904.033	4.634.677	-	-	18.538.710	*Land*
Bangunan	7.418.452	2.316.922	-	-	9.735.374	*Building*
Kendaraan	6.811.197	1.008.467	-	(631.314)	7.188.350	*Vehicles*
Alat berat	11.152.032	2.849.633	-	-	14.001.665	*Heavy equipment*
Subjumlah	39.285.714	10.809.699	-	(631.314)	49.464.099	*Subtotal*
Jumlah akumulasi penyusutan	1.756.290.297	215.402.393	-	-	1.971.692.690	*Total accumulated depreciation*
Nilai buku	4.081.841.325				3.955.399.358	*Net book value*

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:

	2024	2023	
Beban pokok pendapatan (Catatan 28)	185.161.286	191.707.465	*Cost of revenue (Note 28)*
Beban umum dan administrasi (Catatan 30)	15.833.679	18.085.030	*General and administrative expenses (Note 30)*
Beban penjualan (Catatan 29)	2.536.694	5.609.898	*Selling expenses (Note 29)*
Jumlah	203.531.659	215.402.393	*Total*

Rincian aset tetap dalam pembangunan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The details of construction in progress as of December 31, 2024 and 2023 as follows:

	Biaya kumulatif/ Accumulated *cost*	Persentase penyelesaian/ *Percentage of completion*	Estimasi penyelesaian/ *Estimated of completion*	
Nama Proyek				*Project Names*
Bangunan pabrik, non pabrik, sarana prasarana dan tanah	89.772.278	3% - 91%	2025 - 2027	*Manufacturing buildings, non manufacturing, facilities and land*
Mesin Pabrik	1.150.000	98%	2025	*Factory machine*
Eksplorasi tambang baru	14.363.069	23% - 93%	2025 - 2026	*New mine exploration*
Jumlah	105.285.347			*Total*

	2023			
	Biaya kumulatif/ Accumulated *cost*	Persentase penyelesaian/ *Percentage of completion*	Estimasi penyelesaian/ *Estimated of completion*	
Nama Proyek				*Project Names*
Bangunan pabrik, non pabrik, sarana prasarana dan tanah	65.995.659	3% - 80%	2024 - 2025	*Manufacturing buildings, non manufacturing, facilities and land*
Eksplorasi tambang baru	10.350.508	77%	2024	*New mine exploration*
Jumlah	76.346.167			*Total*

Hak atas tanah Grup berupa Sertifikat Hak Milik ("SHM") dan Sertifikat Hak Guna Bangunan ("SHGB"). SHGB memiliki masa berlaku antara tahun 2038 hingga 2044. Manajemen berpendapat bahwa SHGB tersebut dapat diperpanjang.

The Group land represents freehold land ("SHM") and land-use rights ("SHGB"). The SHGB will expire between 2038 to 2044. Management believes that the SHGB are extendable.

Pada tanggal dan 31 Desember 2024, aset tetap telah diasuransikan kepada PT Asuransi Jasa Indonesia (Persero) dalam *all risk, machinery breakdown, business interruption, public liability*, kendaraan bermotor, alat berat, *earthquake* dan risiko lainnya dengan jumlah pertanggungan sebesar Rp7.165.021.512 (2023: Rp18.453.989.978).

As of December 31, 2024, fixed assets were insured to PT Asuransi Jasa Indonesia (Persero) in all risk, machinery breakdown, business interruption, public liability, vehicles, equipment, earthquake, and other risk with total coverage respectively of Rp7,165,021,512 (2023: Rp18,453,989,978).

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.

Pada tanggal 31 Desember 2024 dan 2023, jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan adalah sebagai berikut:

As of December 31, 2024 and 2023 gross carrying value of each fixed assets have been fully depreciated and still in used are as follows:

	2024	2023	
Harga perolehan:			***Acquisition cost:***
Mesin	397.142.685	344.337.273	*Machinery*
Bangunan dan infrastruktur	78.052.088	72.549.860	*Buildings and infrastructures*
Peralatan berat	14.933.590	14.174.742	*Heavy equipment*
Peralatan kantor	73.688.397	52.389.147	*Office equipment*
Kendaraan bermotor	11.976.508	10.339.904	*Vehicles*
Jumlah	575.793.268	493.790.926	*Total*

Pada tanggal 31 Desember 2024 dan 2023, Grup berpendapat bahwa tidak ada indikasi penurunan nilai aset tetap.

As of December 31, 2024 and 2023, the Group believes there is no indication of impairment in the value of fixed assets.

13. ASET TAKBERWUJUD / *13. INTANGIBLE ASSETS*

Pada tanggal 31 Desember 2024 dan 2023, komposisi dan ikhtisar mutasi masing-masing aset takberwujud berikut akumulasi penyusutannya adalah sebagai berikut:

As of December 31, 2024 and 2023, the composition and summary of the movements of each intangible assets and its accumulated amortization are as follows:

	1 Januari/ *January 1,* 2024	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	31 Desember/ *December 31,* 2024	
Harga perolehan						***Acquisition cost***
Kepemilikan langsung						*Direct ownership*
Hak atas tanah	1.323.874	-	-	-	1.323.874	*Land rights*
Lisensi	6.502.137	-	-	-	6.502.137	*Licenses*
Piranti perangkat lunak	68.164.955	-	-	945.000	69.109.955	*Computer software*
Subjumlah	75.990.966	-	-	945.000	76.935.966	*Subtotal*
Aset takberwujud dalam pembangunan						***Intangible assets in progress***
Piranti perangkat lunak	865.500	79.500	-	(945.000)	-	*Computer software*
Subjumlah	76.856.466	79.500	-	-	76.935.966	*Subtotal*
Akumulasi amortisasi						***Accumulated amortization***
Kepemilikan langsung						*Direct ownership*
Hak atas tanah	1.072.829	47.792	-	-	1.120.621	*Land rights*
Lisensi	6.372.716	87.915	-	-	6.460.631	*Licenses*
Piranti perangkat lunak	57.217.400	2.955.289	-	-	60.172.689	*Computer software*
Subjumlah	64.662.945	3.090.996	-	-	67.753.941	*Subtotal*
Nilai buku	12.193.521				9.182.025	*Net book value*

	1 Januari/ *January 1,* 2023	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	31 Desember/ *December 31,* 2023	
Harga perolehan						***Acquisition cost***
Kepemilikan langsung						*Direct ownership*
Hak atas tanah	1.323.874	-	-	-	1.323.874	*Land rights*
Lisensi	6.502.137	-	-	-	6.502.137	*Licenses*
Piranti perangkat lunak	61.309.955	-	-	6.855.000	68.164.955	*Computer software*
Subjumlah	69.135.966	-	-	6.855.000	75.990.966	*Subtotal*
Aset takberwujud dalam pembangunan						***Intangible assets in progress***
Piranti perangkat lunak	2.412.500	5.308.000	-	(6.855.000)	865.500	*Computer software*
Subjumlah	71.548.466	5.308.000	-	-	76.856.466	*Subtotal*
Akumulasi amortisasi						***Accumulated amortization***
Kepemilikan langsung						*Direct ownership*
Hak atas tanah	1.025.037	47.792	-	-	1.072.829	*Land rights*
Lisensi	6.047.109	325.607	-	-	6.372.716	*Licenses*
Piranti perangkat lunak	44.290.002	12.927.398	-	-	57.217.400	*Computer software*
Subjumlah	51.362.148	13.300.797	-	-	64.662.945	*Subtotal*
Nilai buku	20.186.318				12.193.521	*Net book value*

Hak atas tanah

Merupakan biaya perpanjangan hak atas tanah di Baturaja, Palembang, dan Lampung yang diamortisasi selama 30 (tiga puluh) tahun.

Land rights

Represent cost to extend the land right in Baturaja, Palembang, and Lampung which amortized for 30 (thirty) years.

Lisensi

Merupakan biaya izin penggunaan suatu perangkat lunak sistem informasi yang diamortisasi selama 5 (lima) tahun.

Licenses

Represent a license fee for the use of an information system software which amortized over 5 (five) years.

Piranti perangkat lunak

Merupakan biaya atas piranti perangkat lunak yang diamortisasi selama 5 (lima) tahun.

Computer software

Represent a computer software which amortized over 5 (five) years.

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:

	2024	2023	
Beban pokok pendapatan (Catatan 28)	2.787.064	1.858.348	*Cost of revenue (Note 28)*
Beban umum dan administrasi (Catatan 30)	279.206	11.417.723	*General and administrative expenses (Note 30)*
Beban penjualan (Catatan 29)	24.726	24.726	*Selling expenses (Note 29)*
Jumlah	3.090.996	13.300.797	*Total*

Pada tanggal 31 Desember 2024 dan 2023, Grup berpendapat bahwa tidak ada indikasi penurunan nilai aset takberwujud.

As of December 31, 2024 and 2023, the Group believes there is no indication of impairment in the value of intangible assets.

14. ASET TIDAK LANCAR LAINNYA / *14. OTHER NON-CURRENT ASSETS*

	2024	2023	
Aset keuangan			***Financial assets***
Klaim yang masih harus diterima	-	24.424.292	*Claims that still has to be accepted*
Cadangan penurunan nilai	-	(5.272.776)	*Allowance of impairment*
Subjumlah	-	19.151.516	*Subtotal*
Piutang denda	27.456.245	26.886.449	*Penalty of trade receivable*
Cadangan piutang denda	(27.145.319)	(26.886.449)	*Allowance penalty of trade receivable*
Subjumlah	310.926	-	*Subtotal*
Deposito yang dibatasi penggunaannya	36.540.558	21.958.829	*Restricted deposits*
Uang jaminan	17.868.608	17.861.760	*Cash deposits*
Aset nonkeuangan			***Non-financial assets***
Lain-lain	3.308.371	1.821.017	*Others*
Subjumlah	57.717.537	41.641.606	*Subtotal*
Jumlah	58.028.463	60.793.122	*Total*

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 36).

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 36).

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 to the Company's distributors as a result of the delay of the receivables from purchasing cement.

Deposito yang dibatasi penggunaannya

Deposito yang dibatasi penggunaannya merupakan deposito yang digunakan untuk jaminan restorasi tanah tambang.

Restricted deposits

Restricted time deposits represent deposits used for collateral for mining land restoration.

Uang jaminan

Merupakan uang jaminan kepada PT Perusahaan Listrik Negara (Persero).

Cash deposits

Represent cash deposits to PT Perusahaan Listrik Negara (Persero).

Lain-lain

Merupakan klaim atas pembayaran pesangon karyawan yang dibayarkan terlebih dahulu oleh Perusahaan dan klaim atas pengembalian pajak.

Others

Represents a claim for employee severance payment which is paid in advance by the Company and claim for tax refund.

15. UTANG USAHA / *15. TRADE PAYABLES*

i. Utang usaha / *i. Trade payables*

	2024	2023	
Utang usaha			***Trade payables***
Pihak berelasi (Catatan 35h)			*Related parties (Note 35h)*
Rupiah	138.426.300	108.627.459	*Rupiah*
Pihak ketiga			*Third parties*
Rupiah	148.381.708	153.224.041	*Rupiah*
Subjumlah	286.808.008	261.851.500	*Subtotal*
Utang usaha terkait perjanjian *supplier finance*			***Trade payables under supplier finance arrangement***
Pihak berelasi (Catatan 35h)			*Related parties (Note 35h)*
Rupiah	28.915.248	13.457.393	*Rupiah*
Pihak ketiga			*Third parties*
Rupiah	185.015.427	142.050.189	*Rupiah*
Subjumlah	213.930.675	155.507.582	*Subtotal*
Jumlah	500.738.683	417.359.082	*Total*

ii. Utang usaha terkait perjanjian *supplier finance* / *ii. Trade payables under supplier finance arrangements*

Grup menandatangani perjanjian *supplier finance* dengan PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) dan PT Bank Mandiri (Persero). Berdasarkan perjanjian ini, bank setuju untuk membayar jumlah tertentu kepada pemasok yang berpartisipasi terkait dengan faktur yang terutang oleh Grup, dan menerima pelunasan dari Grup pada tanggal yang telah disepakati. Tujuan utama dari perjanjian ini adalah untuk memfasilitasi pemrosesan pembayaran yang efisien dan memungkinkan pemasok yang bersedia untuk menerima pembayaran dari bank sebelum tanggal jatuh tempo faktur.

The Group entered in a supplier finance arrangements with PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) and PT Bank Mandiri (Persero). Under the arrangements, the banks agree to pay amounts to participating suppliers in respect of invoices owed by the Group and receive settlement from the Group at a later date. The principal purpose of this arrangement is to facilitate efficient payment processing and enable the willing suppliers to receive payments from the bank before the invoice due date.

Jangka waktu rata-rata kredit dari pembelian bahan baku utama dan pembantu, baik dari pemasok dalam maupun luar negeri adalah 30 - 90 hari. Tidak ada bunga yang dibebankan atas utang usaha yang telah jatuh tempo.

The average purchases of raw and indirect materials, both from local and foreign suppliers, have credit terms of 30 - 90 days. There is no interest charged on the past due trade payables.

	2024	2023	
Disajikan dalam utang usaha:			*Presented within trade payables:*
Pihak ketiga	185.015.427	142.050.189	*Third parties*
Pihak berelasi (Catatan 35i)	28.915.248	13.457.393	*Related parties (Note 35h)*
- yang pembayarannya telah diterima pemasok	213.930.675	155.507.582	*- of which supplier have received payments*
Rentang tanggal jatuh tempo pembayaran			*Range of payment due date*
Kewajiban yang merupakan bagian dari perjanjian *supplier finance*	90 hari setelah tanggal faktur/ *days after invoice date*		*Liabilities that are part of the supplier finance arrangement*
Utang usaha yang sebanding yang bukan bagian dari perjanjian *supplier finance*	90 - 106 hari setelah tanggal faktur/ *days after invoice date*		*Comparable trade payables that are not part of a supplier finance arrangement*

16. UTANG LAIN-LAIN / *16. OTHER PAYABLES*

	2024	2023	
Utang lain-lain			***Other payables***
Pihak berelasi (Catatan 35i)			*Related parties (Note 35i)*
Rupiah	-	2.856.138	*Rupiah*
Pihak ketiga			*Third parties*
Rupiah	21.324.264	47.193.592	*Rupiah*
Jumlah	21.324.264	50.049.730	*Total*

17. PERPAJAKAN / *17. TAXATION*

a. Pajak Dibayar Dimuka / *a. Prepaid Taxes*

	2024	2023	
Perusahaan			***The Company***
Pajak penghasilan:			*Income tax:*
Pasal 21	2.077.620	-	*Article 21*
Pajak penghasilan badan:			*Corporate income tax:*
Pasal 28a	6.173.371	2.430.101	*Article 28a*
Subjumlah	8.250.991	2.430.101	*Subtotal*
Entitas anak			***Subsidiary***
Pajak pertambahan nilai	3.162.576	1.058.253	*Value added tax*
Pajak penghasilan badan:			*Corporate income tax:*
Pasal 28a	1.518.599	394.914	*Article 28a*
Subjumlah	4.681.175	1.453.167	*Subtotal*
Jumlah	12.932.166	3.883.268	*Total*

b. Utang Pajak / *b. Taxes Payable*

	2024	2023	
Perusahaan			***The Company***
Pajak pertambahan nilai	13.947.385	7.752.694	*Value added tax*
Pajak pertambahan nilai wapu	8.766.097	9.615.972	*Collected value added tax*
Pajak mineral bukan logam dan batuan	1.316.241	1.617.643	*Non-metallic mineral and rocks tax*
Pajak penghasilan:			*Income tax:*
Pasal 4 (ayat 2)	64.897	319.445	*Article 4 (Paragraph 2)*
Pasal 15	-	13.486	*Article 15*
Pasal 21	-	5.163.244	*Article 21*
Pasal 22	696.330	631.029	*Article 22*
Pasal 23/26	1.028.394	880.590	*Article 23/26*
Subjumlah	25.819.344	25.994.103	*Subtotal*
Entitas anak			***Subsidiary***
Pajak penghasilan:			*Income tax:*
Pasal 4 (Ayat 2)	300	1.855	*Article 4 (Paragraph 2)*
Pasal 21	21.416	12.084	*Article 21*
Pasal 23/26	70.986	23.373	*Article 23/26*
Hutang pajak lainnya	100.947	431.441	*Other tax payable*
Subjumlah	193.649	468.753	*Subtotal*
Jumlah	26.012.993	26.462.856	*Total*

c. Beban Pajak Penghasilan / ***c. Income Tax Expenses***

	2024	2023	
Perusahaan			***The Company***
Pajak kini	2.806.747	-	*Current tax*
Pajak tangguhan	38.023.105	38.836.849	*Deferred tax*
Subjumlah	40.829.852	38.836.849	*Subtotal*
Entitas anak			***Subsidiary***
Pajak kini	-	1.069.137	*Current tax*
Pajak tangguhan	1.709.776	1.104.887	*Deferred tax*
Subjumlah	1.709.776	2.174.024	*Subtotal*
Konsolidasian			***Consolidated***
Pajak kini	2.806.747	1.069.137	*Current tax*
Pajak tangguhan	39.732.881	39.941.736	*Deferred tax*
Jumlah	42.539.628	41.010.873	*Total*

Rekonsiliasi antara laba sebelum pajak penghasilan yang ditujukan dalam laporan keuangan konsolidasian dengan taksiran laba fiskal:

A reconciliation between profit before corporate income tax in consolidated financial statement and estimate of taxable income, is as follows:

	2024	2023	
Laba konsolidasian sebelum pajak penghasilan	171.792.721	162.583.378	*Consolidated profit before income tax*
Penyesuaian eliminasi konsolidasian	114.050	-	*Elimination adjustments for consolidation*
Dikurangi:			*Less:*
Laba sebelum pajak penghasilan entitas anak	191.738	4.677.615	*Profit before income tax of consolidated subsidiary*
Laba sebelum pajak penghasilan Perusahaan	171.715.033	157.905.763	*Profit before income tax of the Company*
Perbedaan permanen:			*Permanent differences:*
Pendapatan bunga yang telah dikenakan pajak final	(4.152.379)	(5.706.313)	*Interest income charged with final income tax*
Beban operasional yang tidak boleh dikurangkan	7.020.641	12.268.103	*Non-deductible operating expense*
Sumbangan	2.424.951	3.932.705	*Donation*
Penyusutan aset tetap	6.924.374	7.360.810	*Depreciation of fixed assets*
Promosi	157.274	1.791.852	*Promotions*
Lain-lain	1.500.344	(1.021.773)	*Others*
Jumlah perbedaan permanen	13.875.205	18.625.384	*Total permanent differences*
Perbedaan waktu:			*Timing differences:*
Penyusutan aset tetap	(56.544.102)	(66.853.593)	*Depreciation of fixed assets*
Beban imbalan kerja	(3.528.408)	(33.725.343)	*Employee benefits expenses*
Penyisihan piutang	(856.606)	(33.829.074)	*Allowance for receivables*
Penyisihan persediaan	6.237.925	(1.531.880)	*Allowance for inventories*
Provisi biaya bongkar aset tetap	1.207.933	2.158.490	*Provision for cost of dismantling of fixed assets*
Sewa hak guna	12.391.125	6.718.628	*Lease rights*
Lain-lain	19.056.935	(13.773.988)	*Others*
Jumlah perbedaan waktu	(22.035.198)	(140.836.760)	*Total timing differences*
Laba fiskal sebelum kompensasi rugi fiskal	163.555.040	35.694.387	*Taxable income before tax loss compensation*
Pemanfaatan rugi fiskal	(150.797.100)	(35.694.387)	*Utilization of tax loss*
Laba kena pajak Perusahaan	12.757.940	-	*Taxable income of the Company*
Beban pajak penghasilan kini Perusahaan	2.806.747	-	*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 tax payables using the prevailing rate:

	2024	2023	
Perusahaan			***The Company***
Taksiran pajak penghasilan dengan tarif yang berlaku	2.806.747	-	*Provision for corporate income tax based on prevailing rate*
Dikurangi:			*Less:*
Pajak penghasilan dibayar dimuka:			*Prepaid income tax:*
Pasal 22	8.856.713	2.347.855	*Article 22*
Pasal 23	123.405	82.246	*Article 23*
Lebih bayar pajak	**(6.173.371)**	**(2.430.101)**	***Overpayment tax***
Entitas anak			***Subsidiary***
Taksiran pajak penghasilan dengan tarif yang berlaku	-	1.069.137	*Provision for corporate income tax based on prevailing rate*
Dikurangi:			*Less:*
Pajak penghasilan dibayar dimuka:			*Prepaid income tax:*
Pasal 22	-	50.948	*Article 22*
Pasal 23	1.518.599	1.413.103	*Article 23*
Lebih bayar pajak	**(1.518.599)**	**(394.914)**	***Overpayment tax***

Peraturan Menteri No. PMK-136 Tahun 2024 (PMK-136) diberlakukan di Indonesia, yurisdiksi di mana Perusahaan Induk Langsung didirikan, dan akan mulai berlaku mulai 1 Januari 2025. Karena PMK-136 tidak efektif pada tanggal pelaporan, Grup tidak memiliki eksposur pajak terkait saat ini. Grup menerapkan pengecualian untuk mengakui dan mengungkapkan informasi tentang aset dan kewajiban pajak tangguhan yang terkait dengan pajak penghasilan Pilar Dua, sebagaimana diatur dalam amandemen PSAK 212 yang dikeluarkan pada Desember 2023.

The MOF Regulation No. PMK-136 Year 2024 (PMK-136) was enacted in Indonesia, the jurisdiction in which the Immediate Parent Company is incorporated, and will come into effect from January 1, 2025. Since the PMK-136 was not effective at the reporting date, the Group has no related current tax exposure. The Group applies the exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to PSAK 212 issued in December 2023.

Karena kompleksitas penerapan PMK-136, dampak kuantitatif terhadap laporan keuangan konsolidasian Grup setelah 1 Januari 2025 belum dapat diperkirakan secara wajar.

Due to the complexities in applying the PMK-136, the quantitative impact to the Group's consolidated financial statements subsequent to January 1, 2025 is not yet reasonably estimable.

d. Pajak Tangguhan / *d. Deferred Tax*

	1 Januari/ *January 1/* 2024	Dikreditkan (dibebankan) ke laba rugi/ *Credited (charged) to profit or loss*	Dibebankan ke penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember/ *December 31/* 2024	
Liabilitas (aset) pajak tangguhan					*Deferred tax liabilites (assets)*
Perusahaan					***The Company***
Penyusutan	264.929.412	12.439.702	-	277.369.114	*Depreciation of fixed assets*
Kompensasi rugi fiskal	(33.175.362)	33.175.362	-	-	*Compensation of tax losses*
Liabilitas imbalan kerja	(16.608.501)	(1.129.065)	247.230	(17.490.336)	*Employee benefit liabilities*
Penyisihan penurunan nilai piutang	(61.694.992)	188.453	-	(61.506.539)	*Allowance for impairment of receivables*
Penyisihan penurunan nilai persediaan	(7.653.914)	(1.372.343)	-	(9.026.257)	*Allowance for impairment of inventories*
Provisi jangka panjang	(11.316.305)	(680.469)	-	(11.996.774)	*Long term provision*
Aset hak guna	20.627.151	366.506	-	20.993.657	*Right of use assets*
Liabilitas sewa	(26.248.396)	(2.203.971)	-	(28.452.367)	*Lease liabilities*
Lain-lain	(839.976)	(2.761.070)	-	(3.601.046)	*Others*
Subjumlah	128.019.117	38.023.105	247.230	166.289.452	*Subtotal*
Entitas anak					***Subsidiary***
Penyusutan	(64.635)	171.995	-	107.360	*Depreciation of fixed assets*
Liabilitas imbalan kerja	(96.558)	(26.415)	4.832	(118.141)	*Employee benefit liabilities*
Penyisihan penurunan nilai piutang	(11.312.325)	1.622.029	-	(9.690.296)	*Allowance for impairment of receivables*
Penyisihan penurunan nilai persediaan	-	(57.833)	-	(57.833)	*Allowance for impairment of inventories*
Subjumlah	(11.473.518)	1.709.776	4.832	(9.758.910)	*Subtotal*
Jumlah	116.545.599	39.732.881	252.062	156.530.542	*Total*

	1 Januari/ *January 1/* 2023	Dikreditkan (dibebankan) ke laba rugi/ *Credited (charged) to profit or loss*	Dibebankan ke penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember/ *December 31/* 2023	
Liabilitas (aset) pajak tangguhan					*Deferred tax liabilites (assets)*
Perusahaan					***The Company***
Penyusutan	250.221.619	14.707.793	-	264.929.412	*Depreciation of fixed assets*
Kompensasi rugi fiskal	(41.028.124)	7.852.762	-	(33.175.362)	*Compensation of tax losses*
Liabilitas imbalan kerja	(13.597.758)	1.361.790	(4.372.533)	(16.608.501)	*Employee benefit liabilities*
Penyisihan penurunan nilai piutang	(68.568.751)	6.873.759	-	(61.694.992)	*Allowance for impairment of receivables*
Penyisihan penurunan nilai persediaan	(7.990.928)	337.014	-	(7.653.914)	*Allowance for impairment of inventories*
Provisi jangka panjang	(10.763.404)	(552.901)	-	(11.316.305)	*Long term provision*
Aset hak guna	22.394.805	(1.767.654)	-	20.627.151	*Right of use assets*
Liabilitas sewa	(26.482.051)	233.655	-	(26.248.396)	*Lease liabilities*
Lain-lain	(10.630.606)	9.790.630	-	(839.976)	*Others*
Subjumlah	93.554.802	38.836.849	(4.372.533)	128.019.117	*Subtotal*
Entitas anak					***Subsidiary***
Penyusutan	210.661	(275.296)	-	(64.635)	*Depreciation of fixed assets*
Kompensasi rugi fiskal	(1.135.552)	1.135.552	-	-	*Compensation of tax losses*
Liabilitas imbalan kerja	(111.858)	(32.543)	47.843	(96.558)	*Employee benefit liabilities*
Penyisihan penurunan nilai piutang	(11.589.499)	277.174	-	(11.312.325)	*Allowance for impairment of receivables*
Subjumlah	(12.626.248)	1.104.887	47.843	(11.473.518)	*Subtotal*
Jumlah	80.928.554	39.941.736	(4.324.690)	116.545.599	*Total*

Terhadap aset pajak tangguhan di atas telah dilakukan kaji ulang dan kemudian disimpulkan bahwa tidak ada penurunan nilai yang harus diakui.

The deferred tax asset above has been reviewed and then concluded that no impairment has to be recognized.

Rincian rugi fiskal Perusahaan sebagai berikut:

The Company's fiscal losses are as follows:

	2024	2023	
Perusahaan			***The company***
Rugi fiskal 2020	-	101.972.529	*Fiscal loss 2020*
Rugi fiskal 2021	-	48.824.571	*Fiscal loss 2021*
Jumlah	-	150.797.100	*Total*

e. Surat Ketetapan Pajak

e. Tax Assessments

Sampai dengan 31 Desember 2024, Perusahaan telah menerima STP PPh 21 Tahun Pajak 2021 atas NPWP Cabang Baturaja sebesar Rp7.487 dan STP PPh 21 Tahun 2023 atas NPWP Cabang Lampung sebesar Rp100.

As of December 31, 2024, The Company has received STP PPh 21 for the 2021 Fiscal Year for the Baturaja Branch NPWP amounting to Rp7,487 and STP PPh21 for the Lampung Branch NPWP amounting to Rp100.

Pada tanggal 29 November 2024, Perusahaan menerima SKPKB atas PPh Pasal 4 ayat (2), PPh Pasal 21 dan PPh Pasal 23 dari Hasil Pemeriksaan Pajak Tahun 2019, sebesar Rp 1.031.784 dan telah dilakukan pelunasan pada tanggal 19 Desember 2024.

On November 29, 2024, the Company received SKPKB on PPh 4 (2), PPh 21 and PPh 23 of 2019 Tax Audit Results amounting to Rp1,031,784 and has been paid on December 19, 2024.

18. BEBAN AKRUAL

18. ACCRUED EXPENSES

	2024	2023	
Listrik	18.939.390	25.853.989	*Electricity*
Jasa profesional	6.046.286	5.517.544	*Professional fees*
Pengembangan tambang	2.590.061	-	*Mining development*
Beban bunga	1.101.667	1.522.707	*Interest expenses*
Lain-lain	8.044.021	6.683.724	*Others*
Jumlah	36.721.425	39.577.964	*Total*

19. PINJAMAN BANK / *19. BANK LOANS*

	2024	2023	
Kredit sindikasi			***Syndicated loan***
Rupiah			*Rupiah*
Pihak berelasi (Catatan 35k)			*Related parties (Note 35k)*
PT Bank Negara Indonesia (Persero) Tbk	378.237.899	483.903.592	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	105.066.083	134.417.665	*PT Bank Mandiri (Persero) Tbk*
	483.303.982	618.321.257	
Pihak ketiga			*Third parties*
PT Bank HSBC Indonesia	105.066.083	134.417.665	*PT Bank HSBC Indonesia*
PT Bank CIMB Niaga Tbk	38.054.935	48.686.078	*PT Bank CIMB Niaga Tbk*
	143.121.018	183.103.743	
Subjumlah	626.425.000	801.425.000	*Subtotal*
Biaya transaksi yang belum diamortisasi	(20.536.355)	(29.054.995)	*Unamortized transaction cost*
	605.888.645	772.370.005	
Dikurangi bagian yang akan jatuh tempo dalam satu tahun	(210.000.000)	(175.000.000)	*Less current maturities*
Kredit sindikasi bagian jangka panjang	395.888.645	597.370.005	*Credit syndicated long term portion*

Kredit sindikasi

Pada tanggal 14 April 2022, berdasarkan Adendum 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 27 Maret 2023 telah dilakukan penandatanganan perjanjian SLL dari PT Bank Negara Indonesia (Persero) Tbk dengan pagu Rp901.425.000. Perjanjian tersebut merupakan *refinancing* pinjaman sindikasi Akta No.14 tanggal 16 Februari 2021 dengan jangka waktu 5 tahun sejak penandatanganan perjanjian kredit atau tanggal 23 Desember 2027 dan suku bunga JIBOR 3 bulan.

Selama tahun 2024, Perusahaan telah melakukan pembayaran pokok Kredit Investasi sebesar Rp175.000.000.

Selama periode fasilitas tanpa persetujuan tertulis dari pemberi pinjaman, Perusahaan tidak dapat diperbolehkan untuk, antara lain:

1. Tidak akan melakukan perubahan atas anggaran dasarnya, yang mana perubahan tersebut dapat mengakibatkan dampak merugikan yang material terhadap hak dan kepentingan dari pihak pembiayaan berdasar perjanjian sindikasi.

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 March 27, 2023, an SLL agreement was signed from PT Bank Negara Indonesia (Persero) Tbk with credit limit of Rp901,425,000. The agreement which is a syndicated loan refinancing Deed No. 14 dated February 16, 2021 with a period of 5 years from the signing of the credit agreement or the December 23, 2027 and 3 months JIBOR interest rate.

During 2024, the Company has made payment of principal of Investment Credit amounting to Rp175,000,000.

During the period of loan activities, without the written consent from the lenders, the Company is not allowed to:

1. *Will not make changes to the articles of association, where such changes could have a material adverse impact on the rights and interests of the financing parties based on the syndication agreement.*

2. Tidak akan menciptakan atau setuju untuk menciptakan Jaminan atas (i) aset tetap yg dimilikinya atau (ii) aset lain dalam satu transaksi atau rangkaian transaksi Jaminan lainnya secara agregat dari waktu ke waktu melahirkan beban penjaminan sebesar nilai transaksi material, namun tidak berlaku terhadap jaminan yang lahir dari leasing atau sewa guna usaha sepanjang transaksi tersebut berkaitan langsung dengan kegiatan usaha utama dan harian Perusahaan atau jaminan yang telah ada.

   2. Will not create or agree to create Collateral for (i) fixed assets owned by him or (ii) other assets in one transaction or series of other Collateral transactions in aggregate from time to time giving rise to a guarantee charge of the material transaction value, but does not apply to collateral arising from leasing or leasing as long as the transaction is directly related to the Company's main and daily business activities or existing collateral.

3. Tidak akan melakukan atau menyetujui dilakukannya suatu investasi ekuitas pada pengambilalihan dan/atau penggabungan atas entitas manapun di luar Grup. Dengan tetap memperhatikan pemenuhan kewajiban dan tanpa mengesampingkan keberlakuan pasal 19.2 (janji finansial). Batasan tindakan yang diatur tersebut tidak berlaku terhadap: (i) restrukturisasi internal grup; dan/atau (ii) investasi ekuitas, pengambilalihan dan/atau penggabungan sepanjang perusahaan target memiliki bidang usaha utama yang sama dengan Perusahaan atau merupakan perusahaan yang bergerak pada bidang yang mendukung kegiatan usaha utama dan kegiatan usaha penunjang Perusahaan.

   3. Will not make or agree to make an equity investment in the takeover and/or merger of any entity outside the Group. By continuing to pay attention to the fulfillment of obligations and without prejudice to the application of article 19.2 (financial promises). The stated limitations of action do not apply to: (i) internal restructuring of the group; and/or (ii) equity investment, takeover and/or merger as long as the target company has the same main business field as Company or is a company that operates in a field that supports Company's main business activities and supporting business activities.

4. Tidak dapat dan wajib memastikan bahwa setiap anak perusahaannya tidak akan melakukan perubahan mendasar terhadap sifat umum dari usaha atau operasi yang dilakukan pada tanggal perjanjian sindikasi.

   4. Cannot and must ensure that each subsidiary will not make fundamental changes to the general nature of the business or operations carried out on the date of the syndication agreement.

5. Tidak akan memberikan pinjaman dan wajib memastikan bahwa setiap anak perusahaannya tidak akan memberikan pinjaman, namun tidak tidak berlaku terhadap pinjaman intra-Grup, pinjaman yang telah ada, atau afiliasi, pinjaman untuk kepentingan *day-to-day* basis, atau pinjaman untuk kegiatan penunjang Debitur, sepanjang dilaksanakan dengan wajar (*arm's length basis*).

   5. Will not provide loans and is obliged to ensure that each of its subsidiaries will not provide loans, but this does not apply to intra-Group loans, existing or affiliate loans, loans for day-to-day purposes, or loans for activities Debtor support, as long as it is carried out fairly (arm's length basis).

6. Tidak akan bertindak sebagai penanggung sehubungan dengan penanggung utang (*corporate guarantee*) atau garansi (*indemnity*), namun tidak berlaku terhadap hal yang dilakukan sehubungan dengan kegiatan usaha sehari-hari dan penunjang perusahaan, termasuk *LC*, *non-cash loan, letter of comfort* SKBDN, bank garansi, dan instrumen lainnya yang lazim digunakan dalam transaksi perdagangan internasional.

   6. Will not act as guarantor in relation to debt guarantees (corporate guarantees) or guarantees (indemnity), but this does not apply to matters carried out in connection with daily business activities and company support, including LCs, non-cash loans, SKBDN letters of comfort , bank guarantees, and other instruments commonly used in international trade transactions.

7. Tidak akan menimbulkan suatu kewajiban finansial, dan perusahaan wajib memastikan bahwa setiap anak perusahaannya, tidak akan menimbulkan suatu kewajiban finansial, namun tidak berlaku untuk kewajiban finansial yang diizinkan.

   7. Will not give rise to a financial obligation, and the company is obliged to ensure that each of its subsidiaries will not give rise to a financial liability, but this does not apply to permitted financial liabilities.

8. Dilarang untuk melakukan segala transaksi *treasury* (termasuk namun tidak terbatas pada transaksi *money market, foreign exchange, fixed income, derivative and structured product*) yang spekulatif.

   8. It is prohibited to carry out all treasury transactions (including but not limited to speculative money market, foreign exchange, fixed income, derivative and structured product transactions).

9. Tidak akan, baik langsung maupun tidak langsung, menggunakan hasil pinjaman, atau meminjamkan, berkontribusi atau memberikan patungan atau pihak lainnya: (a) yang melibatkan atau untuk kepentingan pihak yang dilarang, (b) untuk mendanai aktivitas atau kegiatan usaha suatu pihak manapun, atau dalam atau teritori, yang pada saat pendanaan, tunduk pada sanksi, atau (c): yang dalam bentuk apapun akan melahirkan adanya pelanggaran terhadap sanksi oleh pihak manapun (termasuk pihak yang berpartisipasi dalam pemberian pinjaman dalam kapasitas selaku agen fasilitas, *arranger*, kreditur, penasihat atau apapun).

9. Will not, either directly or indirectly, use loan proceeds, or lend, contribute or provide to joint ventures or other parties: (a) involving or for the benefit of prohibited parties, (b) to fund the activities or business activities of any party , or in or territory, which at the time of funding, is subject to sanctions, or (c): which in any form will result in a violation of sanctions by any party (including parties participating in providing loans in the capacity as facility agent, arranger, creditor , advisor or whatever).

Sesuai dengan perjanjian pinjaman, Perusahaan wajib mempertahankan atau meningkatkan kinerja keuangan dengan indikator rasio keuangan sebagai berikut:

As specified by the loan agreement, the Company is required to comply with certain financial covenants, as follows:

a. Rasio aset lancar terhadap utang lancar minimal 1 kali.
b. Rasio total utang terhadap total ekuitas maksimal 2,5 kali.
c. *Interest Service Coverage Ratio (ISCR)* minimal 1,5 kali.

a. Current ratio minimum 1 times.
b. Debt to Equity Ratio maximum 2.5 times.
c. Interest Service Coverage Ratio (DSCR) minimum 1.5 times

Pada tanggal 31 December 2024, Perusahaan telah memenuhi rasio keuangan tersebut.

As of December 31, 2024, the Company has complied with these financial ratios.

20. LIABILITAS SEWA / *20. LEASE LIABILITIES*

Liabilitas sewa yang terdiri dari: / *Lease liabilities are as follows:*

	2024	2023	
Perusahaan			***The Company***
Liabilitas sewa bruto			*Gross lease liabilities*
Tidak lebih dari 1 tahun	11.352.943	11.888.430	*No later than a year*
Lebih dari 1 sampai 5 tahun	39.142.390	41.491.586	*More than a year up to 5 years*
Lebih dari 5 tahun	210.360.897	213.650.251	*More than 5 years*
Jumlah	260.856.230	267.030.267	*Total*
Beban bunga keuangan di masa depan	(137.763.746)	(147.719.374)	*Future charges on lease*
Nilai kini liabilitas sewa pembiayaan	123.092.484	119.310.893	*Present value of lease liabilities*
Entitas anak			***Subsidiary***
Liabilitas sewa bruto			*Gross lease liabilities*
Tidak lebih dari 1 tahun	78.556	78.556	*No later than a year*
Beban bunga keuangan di masa depan	(3.556)	(3.556)	*Future charges on lease*
Nilai kini liabilitas sewa pembiayaan	75.000	75.000	*Present value of lease liabilities*

	2024	2023	
Konsolidasi			***Consolidation***
Liabilitas sewa - bruto			*Gross lease liabilities*
Pembayaran sewa minimum			*Minimum lease payment*
Tidak lebih dari 1 tahun	11.431.499	11.966.986	*No later than 1 year*
Lebih dari 1 sampai 5 tahun	39.142.390	41.491.586	*More than 1 year and up to 5 years*
Lebih dari 5 tahun	210.360.897	213.650.251	*More than 5 years*
Jumlah	260.934.786	267.108.823	*Total*
Beban bunga keuangan di masa depan	(137.767.302)	(147.722.930)	*Future charges on leases*
Nilai kini liabilitas sewa	123.167.484	119.385.893	*Present value of lease liabilities*
Liabilitas sewa jangka panjang	(2.551.818)	(9.319.710)	*Long-term lease liabilities*
	120.615.666	110.066.183	

Grup menyewa tanah dari PT Kereta Api Indonesia (Persero) dan PT Pelabuhan Indonesia (Persero), kendaraan dari CV Lakshmi Motor dan CV Dwi Mitra Perkasa.

Group lease land from PT Kereta Api Indonesia (Persero) and PT Pelabuhan Indonesia (Persero), vehicles from CV Lakshmi Motor, and CV Dwi Mitra Perkasa.

Beban bunga liabilitas sewa Grup untuk tahun buku yang berakhir pada 31 Dsember 2024 adalah sebesar Rp9.926.286 (2023: Rp9.767.278).

Interest expenses of the Group's lease liabilities for the year ended December 31, 2024 amounted to Rp9,926,286 (2023: Rp9,767,278).

21. LIABILITAS IMBALAN KERJA / *21. EMPLOYEE BENEFIT LIABILITIES*

	2024	2023	
Perusahaan			***The Company***
Imbalan kerja jangka pendek	23.918.450	13.227.452	*Short-term employee benefits*
Imbalan kerja jangka panjang	79.501.534	75.493.188	*Long-term employee benefits*
Entitas anak			***Subsidiary***
Imbalan kerja jangka pendek	811.194	496.343	*Short-term employee benefits*
Imbalan kerja jangka panjang	536.999	438.900	*Long-term employee benefits*
Jumlah	104.768.177	89.655.883	*Total*
Konsolidasian			***Consolidated***
Imbalan kerja jangka pendek	24.729.644	13.723.795	*Short-term employee benefits*
Imbalan kerja jangka panjang	80.038.533	75.932.088	*Long-term employee benefits*
Jumlah	104.768.177	89.655.883	*Total*

Imbalan kerja jangka pendek / ***Short-term employee benefits***

	2024	2023	
Perusahaan			***The Company***
Tunjangan produktivitas dan seragam karyawan	22.764.200	13.227.452	*Productivity benefits and employee uniforms*
Pemeriksaan kesehatan	1.154.250	-	*Medical check-up*
Entitas anak			***Subsidiary***
Insentif	811.194	496.343	*Incentive*
Jumlah	24.729.644	13.723.795	*Total*

Perusahaan

Imbalan kerja jangka panjang

Perusahaan memperoleh persetujuan dari Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. Kep400/KM.17/1999 tanggal 15 November 1999 untuk mendirikan Dana Pensiun Karyawan 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.

Perusahaan melakukan pendanaan pengelolaan program Imbalan Pascakerja untuk karyawan tetap yang bekerja sebelum tahun 2007. Dana tersebut dikelola melalui kontrak asuransi jiwa dengan PT Asuransi Jiwasraya (Persero). Namun di tahun 2024, program asuransi tersebut dialihkan menjadi program pensiun iuran pasti yang dikelola oleh DPLK Bank BNI.

Estimasi liabilitas imbalan kerja pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The Company

Long-term employee benefits

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 Company funds the post-employment benefits program for permanent employees who worked before 2007. The fund is managed through a life insurance contract with PT Asuransi Jiwasraya (Persero). However, in 2024, the insurance program was transferred to a defined contribution pension program managed by DPLK Bank BNI.

The estimated employee benefit liabilities as of December 31, 2024 and 2023 are as follows:

	2024	2023	
Liabilitas imbalan pensiun	7.954.020	8.158.116	*Pension benefits liabilities*
Liabilitas imbalan pesangon	38.806.114	45.274.691	*Retirement benefits liabilities*
Liabilitas imbalan cuti dan penghargaan masa kerja	33.278.399	22.499.281	*Leave and services rewards benefits liabilities*
Jumlah	80.038.533	75.932.088	*Total*

Asumsi aktuarial utama yang digunakan adalah sebagai berikut:

The principal actuarial assumptions used were as follows:

	2024	2023	
Tingkat kenaikan gaji:			*Salary increase:*
Program pensiun	8% pertahun/*per annum*	7,5% pertahun/*per annum*	*Pension plan*
Imbalan kerja lainnya	5% pertahun/*per annum*	5% pertahun/*per annum*	*Other employee benefits*
Tingkat diskonto:			*Discount rate:*
Program pensiun	7% pertahun/*per annum*	7% pertahun/*per annum*	*Pension plan*
Imbalan kerja lainnya	7% pertahun/*per annum*	6,75% pertahun/*per annum*	*Other employee benefits*

Liabilitas bersih imbalan pensiun yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The net liabilitiy for pension benefits recognized in the consolidated statements of financial position is as follows:

	2024	2023	
Nilai kini kewajiban imbalan pasti - program pensiun	86.199.707	85.915.498	*Present value of employee benefits liabilities - pension plan*
Nilai wajar aset program	(78.245.687)	(77.757.382)	*Fair value of plan assets*
Subjumlah	7.954.020	8.158.116	*Subtotal*
Nilai kini dari kewajiban imbalan pasti - imbalan pesangon	38.806.114	57.452.054	*Present value of employee benefits liabilities - retirement benefits*
Nilai wajar aset program	-	(12.177.363)	*Fair value of plan assets*
Subjumlah	38.806.114	45.274.691	*Subtotal*
Liabilitas imbalan cuti besar dan penghargaan masa kerja	33.278.399	22.499.281	*Other long-term employee benefit liabilities*
Jumlah	80.038.533	75.932.088	*Total*

Mutasi nilai kini liabilitas imbalan kerja adalah sebagai berikut:

Movements of the present value of employee benefits liabilities is as follows:

	31 Desember/*December 31*, 2024				
	Program pensiun/ *Pension plan*	Imbalan pasca kerja/ *Retirement benefits*	Imbalan cuti besar dan penghargaan masa kerja/ *Leave and service reward benefit*	Jumlah/ *Total*	
Nilai kini kewajiban imbalan kerja	85.915.498	57.452.054	22.499.281	165.866.833	*Present value of employee benefits liabilities*
Biaya jasa kini	1.208.622	2.831.073	10.221.952	14.261.647	*Current service cost*
Biaya jasa lalu	-	(21.640.553)	40.571	(21.599.982)	*Past service cost*
Biaya bunga	6.010.466	2.389.423	1.701.930	10.101.819	*Interest costs*
Pengukuran kembali liabilitas imbalan kerja:					*Remeasurements of employee benefits liabilities:*
Perubahan asumsi keuangan	957.674	(776.832)	756.333	937.175	*Changes in financial assumptions*
Penyesuaian atas pengalaman	(1.822.875)	(21.370)	3.487.550	1.643.305	*Adjustments on experience*
Pembayaran manfaat	(6.069.678)	(1.427.681)	(5.429.218)	(12.926.577)	*Benefits paid*
Nilai kini kewajiban imbalan kerja akhir	86.199.707	38.806.114	33.278.399	158.284.220	*Ending present value of employee benefits liabilities*

	31 Desember/*December 31*, 2023				
	Program pensiun/ *Pension plan*	Imbalan pasca kerja/ *Retirement benefits*	Imbalan cuti besar dan penghargaan masa kerja/ *Leave and service reward benefit*	Jumlah/ *Total*	
Nilai kini kewajiban imbalan kerja	63.802.984	50.844.818	24.126.560	138.774.362	*Present value of employee benefits liabilities*
Biaya jasa kini	880.605	4.118.032	8.337.950	13.336.587	*Current service cost*
Biaya bunga	4.750.055	3.671.586	1.378.342	9.799.983	*Interest costs*
Pengukuran kembali liabilitas imbalan kerja:					*Remeasurements of employee benefits liabilities:*
Perubahan asumsi keuangan	6.662.960	2.452.150	-	9.115.110	*Changes in financial assumptions*
Perubahan asumsi demografik	17.443.261	-	-	17.443.261	*Changes in demographic assumptions*
Penyesuaian atas pengalaman	(1.120.544)	(122.847)	158.664	(1.084.727)	*Adjustments on experience*
Pembayaran manfaat	(6.503.823)	(3.511.685)	(11.502.235)	(21.517.743)	*Benefits paid*
Nilai kini kewajiban imbalan kerja akhir	85.915.498	57.452.054	22.499.281	165.866.833	*Ending present value of employee benefits liabilities*

Beban imbalan kerja yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian merupakan jumlah neto dari:

Amounts recognized in the consolidated statement of profit or loss and other comprehensive income consists of the net total of the following amounts:

	31 Desember/*December 31, 2024*				
	Program pensiun/ *Pension plan*	Imbalan pasca kerja/ *Retirement benefits*	Imbalan cuti besar dan penghargaan masa kerja/ *Leave and service reward benefit*	Jumlah/ *Total*	
Biaya jasa kini	945.690	2.831.073	10.221.952	13.998.715	*Current service cost*
Biaya jasa lalu	-	(9.145.565)	40.571	(9.104.994)	*Past service cost*
Biaya bunga bersih	570.724	1.712.351	1.701.930	3.985.005	*Net interest expense*
Kerugian aktuaria	-	-	4.243.883	4.243.883	*Actuarial loss*
Komponen dari biaya imbalan pasti yang diakui dalam laba rugi	1.516.414	(4.602.141)	16.208.336	13.122.609	*Components of defined benefit cost recognized in profit or loss*
Pengukuran kembali liabilitas imbalan pasti - bersih:					*Remeasurement on the net defined benefit liability:*
Pengukuran kembali liabilitas (aset) imbalan	417.530	100.140	-	517.670	*Remeasurement on the net liabilities (assets) return*
Perubahan asumsi keuangan	957.674	(776.832)	-	180.842	*Change in financial assumption*
Penyesuaian atas pengalaman	(1.822.875)	(21.370)	-	(1.844.245)	*Experience adjustments*
Komponen beban imbalan pasti yang diakui dalam penghasilan komprehensif lain	(447.671)	(698.062)	-	(1.145.733)	*Components of defined benefit cost recognized in other comprehensive income*
Jumlah	1.068.743	(5.300.203)	16.208.336	11.976.876	*Total*

	31 Desember/*December 31, 2023*				
	Program pensiun/ *Pension plan*	Imbalan pasca kerja/ *Retirement benefits*	Imbalan cuti besar dan penghargaan masa kerja/ *Leave and service reward benefit*	Jumlah/ *Total*	
Biaya jasa kini	616.521	4.118.032	8.337.950	13.072.503	*Current service cost*
Biaya bunga bersih	-	2.757.473	1.378.342	4.135.815	*Net interest expense*
Kerugian aktuaria	-	-	158.664	158.664	*Actuarial loss*
Komponen dari biaya imbalan pasti yang diakui dalam laba rugi	616.521	6.875.505	9.874.956	17.366.982	*Components of defined benefit cost recognized in profit or loss*
Pengukuran kembali liabilitas imbalan pasti - bersih:					*Remeasurement on the net defined benefit liability:*
Perubahan asumsi keuangan	6.662.960	2.452.150	-	9.115.110	*Change in financial assumption*
Perubahan asumsi demografik	17.443.261	-	-	17.443.261	*Changes in demographic assumptions*
Pengukuran kembali liabilitas (aset) imbalan	38.073	457.188	-	495.261	*Remeasurement on the net liabilities (assets) return*
Dampak batas aset program	(6.152.556)	-	-	(6.152.556)	*Effect of assets ceiling*
Penyesuaian atas pengalaman	(1.120.545)	(122.847)	-	(1.243.392)	*Adjustments on experience*
Komponen beban imbalan pasti yang diakui dalam penghasilan komprehensif lain	16.871.193	2.786.491	-	19.657.684	*Components of defined benefit cost recognized in other comprehensive income*
Jumlah	17.487.714	9.661.996	9.874.956	37.024.666	*Total*

Perubahan dalam nilai wajar aset program adalah sebagai berikut:

Changes in the fair value of plan assets are as follows:

	2024	2023	
Saldo awal tahun	89.934.745	82.184.167	*Balance at the beginning of the year*
Transfer aset	(12.494.988)	-	*Asset transfer*
Pendapatan bunga	677.072	914.113	*Interest income*
Kontribusi pemberi kerja	1.272.841	9.329.597	*Employer contributions*
Kontribusi peserta	262.932	264.085	*Participant contributions*
Pembayaran manfaat	(6.328.987)	(7.438.323)	*Benefits paid*
Pengukuran kembali atas Nilai wajar neto aset program	(517.670)	(495.261)	*Remeasurement on the net Fair value of plan assets*
Imbalan hasil atas aset program	5.439.742	5.176.367	*Return on plan assets*
Saldo akhir	78.245.687	89.934.745	*Balance at the end of the year*

Aset program terdiri dari:

Plan assets comprise the following:

	2024	2023	
Obligasi	37%	37%	*Bonds*
Surat berharga negara	22%	22%	*Government bonds*
Penempatan langsung	15%	15%	*Direct placement*
Kas dan deposito	14%	14%	*Cash and time deposit*
Tanah dan bangunan	8%	8%	*Land and building*
Saham	4%	4%	*Stocks*
Subjumlah	100%	100%	*Subtotal*

Sensitivitas dari kewajiban imbalan pasti terhadap perubahan asumsi aktuarial utama adalah sebagai berikut:

The sensitivity of the employee benefits liabilities to changes in the principal actuarial assumptions is as follows:

	31 Desember/*December 31,* 2024			
	Dampak atas kewajiban imbalan pasti/ *Impact on employee benefits liabilities*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	0,5%	9.898.852	3.468.317	*Discount rate*
Kenaikan gaji	0,5%	321.135	7.073.143	*Salary increase*

	31 Desember/*December 31,* 2023			
	Dampak atas kewajiban imbalan pasti/ *Impact on employee benefits liabilities*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	0,5%	7.332.559	7.907.008	*Discount rate*
Kenaikan gaji	0,5%	4.755.946	4.511.831	*Salary increase*

Analisa sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial di mana asumsi lainnya dianggap konstan.

The sensitivity analysis is based on a change in an assumption consider other assumptions constant.

Dalam praktiknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Analisa sensitivitas tersebut dihitung menggunakan metode *projected unit credit.*

In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. The sensitivity analysis are calculated using the projected unit credit method.

Melalui program imbalan pasti, Grup menghadapi sejumlah risiko signifikan sebagai berikut:

Through its employee benefits pension plans, the Group is exposed to a number of significant risks of which are detailed below:

- Perubahan imbal hasil obligasi
  Liabilitas imbalan kerja yang dihitung berdasarkan PSAK No. 219 menggunakan tingkat diskonto obligasi. Jika tingkat diskonto tersebut turun, kewajiban imbalan pasti akan cenderung mengalami kenaikan.

- *Changes in bond yields*
  The employee benefit liabilities calculated under PSAK No. 219 use a discount rate on bond yields. If bond yields decrease, the defined benefit will tend to increase.

- Tingkat kenaikan gaji
  Liabilitas imbalan kerja Grup berhubungan dengan tingkat kenaikan gaji. Semakin tinggi tingkat kenaikan gaji akan menyebabkan semakin besarnya jumlah liabilitas.

- *Salary growth rate*
  The Group's employee benefits liabilities are linked to salary growth rate. Higher salary growth rate will lead to higher liabilities.

- Volatilitas aset
  Liabilitas program dihitung menggunakan tingkat diskonto yang merujuk kepada tingkat imbal hasil obligasi pemerintah/perseroan. Jika imbal hasil aset program lebih rendah, defisit program akan terjadi.

- *Asset volatility*
  The employee benefit liabilities are calculated using a discount rate referred to government/ corporate bond yields. If the return on plan assets are lower, this will create a plan deficit.

Durasi rata-rata dari kewajiban imbalan pada tanggal 31 Desember 2024 adalah 10 tahun untuk program dana pensiun dan 9 tahun untuk program manfaat lainnya (31 Desember 2023: 11 tahun untuk program dana pensiun dan 9 tahun untuk program manfaat lainnya).

The average duration of the benefit liabilities at December 31, 2024 was 10 years for pension benefits and 9 years for other employee benefits (December 31, 2023: 11 years for pension benefits and 9 years for other employee benefits).

Pada tanggal 31 Desember 2024, Grup diharapkan membayar iuran sebesar Rp4.728.477 untuk program manfaat pasti selama tahun anggaran berikutnya (31 Desember 2023: Rp6.667.906).

As of December 31, 2024 the Group expected to make a contribution amounting to Rp4,728,477 to the defined benefit plans during the next financial year (December 31, 2023: Rp6,667,906).

22. PROVISI JANGKA PANJANG / *22. LONG-TERM PROVISION*

	2024				
	Saldo awal/ *Beginning balance*	Provisi tambahan (pengurangan)/ Additional *(deduction) provision*	Jumlah yang terealisasi/ *Amount realized*	Saldo akhir/ *Ending balance*	
Provisi reklamasi dan pasca tambang	21.856.902	1.885.105	-	23.742.007	*Provision for reclamation and mine closure*
Estimasi biaya bongkar aset tetap	29.580.850	1.207.933	-	30.788.783	*Estimate cost of dismantling of fixed assets*
Saldo akhir	51.437.752	3.093.038	-	54.530.790	*Ending balance*

	2023				
	Saldo awal/ *Beginning balance*	Provisi tambahan (pengurangan)/ Additional *(deduction) provision*	Jumlah yang terealisasi/ *Amount realized*	Saldo akhir/ *Ending balance*	
Provisi reklamasi dan pasca tambang	21.003.066	853.836	-	21.856.902	*Provision for reclamation and mine closure*
Estimasi biaya bongkar aset tetap	27.921.499	1.659.351	-	29.580.850	*Estimate cost of dismantling of fixed assets*
Saldo akhir	48.924.565	2.513.187	-	51.437.752	*Ending balance*

Rehabilitasi dan restorasi tanah tambang dilakukan sesuai dengan rencana yang disampaikan kepada otoritas terkait. Pembongkaran aset tetap akan dilakukan pada saat selesainya masa sewa lahan terkait aset tetap tersebut.

Quarry rehabilitation and restoration is carried out based on plan reported to the authority. Dismantling of fixed assets will be realized at the end of land rent period of related fixed assets.

23. MODAL SAHAM / *23. SHARE CAPITAL*

Modal dasar Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Authorized capital of the Company as of December 31, 2024 and 2023 are as follows:

	2024			
	Nilai nominal/*Par value* *Rp100 (dalam Rupiah penuh/ in full Rupiah)*			
	Jumlah saham/ *Number of shares*	Jumlah/ *Total*	% Kepemilikan/ *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*
Jumlah modal dasar	30.000.000.000	3.000.000.000.000		*Total authorized capital*
Negara Republik Indonesia saham seri A (Dwiwarna)	1	100		*Republic of Indonesia series A (Dwiwarna) shares*
PT Semen Indonesia (Persero) Tbk saham seri B	7.499.999.999	749.999.999.900	76%	*PT Semen Indonesia (Persero) Tbk - series B shares*
PT Asuransi Jiwa IFG - saham seri B	834.028.900	83.402.890.000	8%	*PT Asuransi Jiwa IFG - series B share*
Suherman Yahya ("Direksi")	16.098	1.609.800	0%	*Suherman Yahya ("Director")*
Masyarakat - saham seri B	1.598.489.338	159.848.933.800	16%	*Public - series B share*
Jumlah modal ditempatkan dan disetor penuh	9.932.534.336	993.253.433.600	100%	*Total issued and fully Paid up capital*
Jumlah saham dalam portofolio	20.067.465.664	2.006.746.566.400		*Total share in portfolio*

	2023			
	Nilai nominal/Par value *Rp100 (dalam Rupiah penuh/ in full Rupiah)*			
	Jumlah saham/ *Number of shares*	Jumlah/ *Total*	% Kepemilikan/ *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*
Jumlah modal dasar	30.000.000.000	3.000.000.000.000		*Total authorized capital*
Negara Republik Indonesia saham seri A (Dwiwarna)	1	100		*Republic of Indonesia series A (Dwiwarna) shares*
PT Semen Indonesia (Persero) Tbk saham seri B	7.499.999.999	749.999.999.900	76%	*PT Semen Indonesia (Persero) Tbk - series B shares*
PT Asuransi Jiwa IFG - saham seri B	784.084.300	78.408.430.000	7%	*PT Asuransi Jiwa IFG - series B share*
Suherman Yahya ("Direksi")	16.098	1.609.800	0%	*Suherman Yahya ("Director")*
Masyarakat - saham seri B	1.648.433.938	164.843.393.800	17%	*Public - series B share*
Jumlah modal ditempatkan dan disetor penuh	9.932.534.336	993.253.433.600	100%	*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 76% 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).

Based on Notarial Deed 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 Rp2,848,672,369,646 or representing 76% 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.

Berdasarkan surat No. 47/DIR/AJIFG/ K/INV/I/2022 tanggal 11 Januari 2022, PT Asuransi Jiwa IFG telah menerima transfer aset berupa kepemilikan saham dari PT Asuransi Jiwasraya sebesar 913.172.000 lembar.

Based on letter No. 47/DIR/AJIFG/ K/INV/I/2022 dated January 11, 2022, PT Asuransi Jiwa IFG has received an asset transfer in the form of share ownership of PT Asuransi Jiwasraya amounting to 913,172,000 shares.

Entitas induk langsung Perusahaan adalah PT Semen Indonesia (Persero) Tbk dan entitas induk akhir Perusahaan adalah Pemerintah Republik Indonesia.

The Company's direct parent is PT Semen Indonesia (Persero) Tbk and the ultimate parent is Government of Republic Indonesia.

24. TAMBAHAN MODAL DISETOR / *24. ADDITIONAL PAID IN CAPITAL*

Tambahan modal disetor Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Additional paid in capital of the Company as of December 31, 2024 and 2023 are as follows:

	2024	2023	
Agio saham	1.312.128.287	1.312.128.287	*Share premium*
Biaya emisi efek ekuitas	(41.521.502)	(41.521.502)	*Issuance fee*
Jumlah	1.270.606.785	1.270.606.785	*Total*

25. DIVIDEN DAN PENGGUNAAN SALDO LABA / *25. DIVIDENDS AND USE OF RETAINED EARNINGS*

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) tahun 2023 yang diselenggarakan pada tanggal 29 Mei 2024, yang tertuang dalam Akta Notaris No. 69, pemegang saham menetapkan penggunaan laba tahun 2023 yang diatribusikan kepada pemilik entitas induk sebagai berikut:

Based on the 2023 Annual General Meeting of Shareholders (AGMS) held on May 29, 2024 as stated on Notarial Deed No. 69, the shareholders determined the use of 2023 profit for the year attributable to owners of the parent entity as follows:

- Pembagian dividen sebesar Rp24.314.188.
- Cadangan lainnya sebesar Rp85.584.530.

- *Distribution of dividend amounting to Rp24,314,188.*
- *Other reserves amounted to Rp85,584,530.*

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) tahun 2022 yang diselenggarakan pada tanggal 8 Mei 2023, yang tertuang dalam Akta Notaris No. 11, pemegang saham menetapkan penggunaan laba tahun 2022 sebelum disajikan kembali yang diatribusikan kepada pemilik entitas induk sebagai berikut:

Based on the 2022 Annual General Meeting of Shareholders (AGMS) held on May 8, 2023 as stated on Notarial Deed No. 11, the shareholders determined the use of 2022 before restatement profit for the year attributable to owners of the parent entity as follows:

- Pembagian dividen sebesar Rp18.965.181
- Cadangan lainnya sebesar Rp206.359.992.

- *Distribution of dividend amounting to Rp18,965,181.*
- *Other reserves amounted to Rp206,359,992.*

Penggunaan saldo laba belum ditentukan penggunaannya untuk tahun yang berakhir pada 31 Desember 2024 dan 2023 sebagai berikut:

Use of unappropriated retained earnings for the year ended December 31, 2024 and 2023 as follows:

	2024	2023	
Dividen PT Semen Indonesia (Persero) Tbk	18.359.505	14.320.500	*Dividend of PT Semen Indonesia (Persero) Tbk*
Dividen publik	5.954.683	4.644.681	*Public dividend*
Pengurangan cadangan	(85.584.530)	(206.359.992)	*Deduction reserve*
Jumlah	(61.270.342)	(187.394.811)	*Total*

26. KEPENTINGAN NONPENGENDALI / *26. NON-CONTROLLING INTERESTS*

a. Kepentingan nonpengendali atas ekuitas entitas anak / *Non-controlling interests in equity of subsidiary*

	2024	2023	
PT Baturaja Multi Usaha	(24.072)	(23.171)	*PT Baturaja Multi Usaha*

b. Bagian laba (rugi) yang diatribusikan kepada kepentingan nonpengendali / *Profit (loss) attributable to non-controlling interests*

	2024	2023	
PT Baturaja Multi Usaha	(901)	1.672	*PT Baturaja Multi Usaha*

27. PENDAPATAN / *27. REVENUE*

	2024	2023	
Penjualan pada pihak ketiga			***Sales to third parties***
Penjualan semen	60.096.397	454.832.662	*Sales of cement*
Jasa pengangkutan	1.262.257	186.540	*Transportation services*
Penjualan *limestone*	455.143	-	*Sales of limestone*
Lain-lain	755.774	189.953	*Others*
Subjumlah	62.569.571	455.209.155	*Subtotal*
Penjualan pada pihak berelasi (Catatan 35l)			***Sales to related parties (Note 35l)***
Penjualan semen			***Sales of cement***
PT Semen Indonesia (Persero) Tbk	1.825.110.115	1.394.682.014	*PT Semen Indonesia (Persero) Tbk*
PT Solusi Bangun Indonesia Tbk	136.157.295	97.188.714	*PT Solusi Bangun Indonesia Tbk*
PT Semen Padang	48.627.415	60.685.879	*PT Semen Padang*
Subjumlah	2.009.894.825	1.552.556.607	*Subtotal*
Penjualan *white clay*			***Sales of white clay***
PT Pupuk Sriwidjaja	18.887.872	32.913.628	*PT Pupuk Sriwidjaja*
Jumlah	2.091.352.268	2.040.679.390	*Total*

Penjualan lain-lain merupakan pendapatan entitas anak yang terdiri dari penjualan barang umum seperti penjualan bata ringan, pipa, dan asbes.

Other sales represent revenues of subsidiary consisting general goods sales such as light bricks, pipes, and asbestos.

Rincian penjualan yang melebihi 10% dari jumlah penjualan untuk periode-periode yang berakhir pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Details of sales more than 10% for the years ended on December 31, 2024 and 2023 are as follows:

	2024	2023	
PT Semen Indonesia (Persero) Tbk	1.825.110.115	1.394.682.014	*PT Semen Indonesia (Persero) Tbk*

28. BEBAN POKOK PENDAPATAN / *28. COST OF REVENUE*

	2024	2023	
Bahan bakar & listrik	437.794.726	432.044.916	*Fuel & electricity*
Bahan baku & penolong	338.392.145	337.210.538	*Raw material and supplies*
Depresiasi dan amortisasi (Catatan 12 and 13)	187.948.350	193.565.813	*Depreciation and amortization (Note 12 and 13)*
Tenaga kerja	146.941.409	116.458.985	*Labor costs*
Pabrikasi lainnya	389.982.149	324.219.676	*Other manufacturing expenses*
Subjumlah	1.501.058.779	1.403.499.928	*Subtotal*
Persediaan barang dalam proses			***Work in process***
Persediaan awal	58.176.454	33.660.489	*Beginning balance*
Persediaan akhir	(66.404.617)	(58.176.454)	*Ending balance*
Beban pokok produksi	1.492.830.616	1.378.983.963	*Cost of goods manufactured*
Persediaan barang jadi			***Finished goods***
Persediaan awal	16.112.158	13.679.058	*Beginning balance*
Pembelian barang jadi	318.826	19.106.782	*Finished goods purchase*
Persediaan akhir	(16.360.495)	(16.112.158)	*Ending balance*
Beban pokok pendapatan	1.492.901.105	1.395.657.645	*Cost of revenue*

Rincian pemasok, di mana biaya pendapatan yang dikeluarkan lebih dari 10% dari bahan bakar dan listrik dan pembelian untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Details of the suppliers, where cost of revenue incurred is more than 10% of fuel & electricity and purchases for the years ended December 31, 2024 and 2023 are as follows:

	2024		2023		
	Rp	%	Rp	%	
PT Perusahaan Listrik Negara (Persero)	198.801.177	31%	201.463.633	21%	*PT Perusahaan Listrik Negara (Persero)*
PT Bukit Asam Tbk	88.775.102	14%	105.480.865	11%	*PT Bukit Asam Tbk*
Jumlah	287.576.279	45%	306.944.498	32%	*Total*

Lihat Catatan 35 untuk rincian informasi mengenai pihak berelasi.

Refer to Note 35 for details information of related parties.

29. BEBAN PENJUALAN / *29. SELLING EXPENSES*

	2024	2023	
Pengangkutan dan distribusi	136.851.319	153.308.615	*Freight and distribution*
Gaji, upah dan tunjangan	15.722.412	31.993.373	*Salaries, wages and allowances*
Penyusutan dan amortisasi (Catatan 12 dan 13)	2.561.420	5.634.624	*Depreciation and amortization (Note 12 and 13)*
Beban pemeliharaan	1.873.291	2.141.764	*Maintenance expenses*
Perjalanan dinas	152.033	420.050	*Business trip*
Promosi	3.073	2.733.892	*Promotion*
Lain-lain	4.156.380	4.212.869	*Others*
Jumlah	161.319.928	200.445.187	*Total*

30. BEBAN UMUM DAN ADMINISTRASI / *30. GENERAL AND ADMINISTRATIVE EXPENSES*

	2024	2023	
Gaji, upah dan tunjangan	105.301.754	107.711.868	*Salaries, wages and allowance*
Penyusutan dan amortisasi (Catatan 12 dan 13)	16.112.885	29.502.753	*Depreciation and amortization (Note 12 and 13)*
Jasa profesional	14.428.492	24.094.735	*Professional fee*
Beban pemeliharaan	10.128.338	5.996.145	*Maintenance*
Perjalanan dinas	7.374.117	9.037.614	*Business trip*
Jasa *outsourcing*	7.220.945	8.643.306	*Labour outsourcing expense*
Keamanan	6.574.503	5.661.283	*Security*
Pajak dan asuransi	4.789.759	5.194.775	*Tax and insurance*
Listrik dan air	4.117.724	3.604.724	*Electricity and water*
Alat tulis kantor	3.457.942	3.757.126	*Stationery*
Sewa	3.405.288	7.357.068	*Rent*
Denda Pajak	2.878.062	3.474	*Taxes penalty*
Sumbangan	2.525.321	4.524.987	*Donation*
Telekomunikasi dan koordinasi	2.253.958	5.690.271	*Telecommunication and coordination*
Diklat dan pengadaan pegawai	1.580.742	1.286.723	*Training and recruitment*
Pembinaan jasmani dan rohani	804.143	1.345.709	*Mental and physical development*
Penelitian dan pengembangan	364.405	328.979	*Research and development*
Rapat dinas	296.740	550.589	*Meeting*
Lain-lain	9.725.412	6.556.368	*Others*
Jumlah	203.340.530	230.848.497	*Total*

Beban umum dan administrasi - lainnya, antara lain merupakan beban kebutuhan rumah tangga, kebutuhan mess, langganan TV Kabel, dan pengiriman dokumen.

General and administrative - other expenses, represent household needs, guesthouse, cable TV, and document delivery.

31. PENDAPATAN (BEBAN) LAINNYA / *31. OTHER INCOME (EXPENSES)*

	2024	2023	
Pendapatan klaim dan denda	5.503.047	442.307	*Claim revenue and penalties*
Pendapatan lainnya	2.461.698	7.180.042	*Other income*
Pendapatan royalti (Catatan 35n)	29.764	-	*Royalty income (Note 35n)*
Pendapatan klaim asuransi dan jaminan	-	4.735.878	*Insurance and guarantee claim income*
Subjumlah	7.994.509	12.358.227	*Subtotal*
Cadangan kerugian penurunan nilai	8.336.312	30.285.034	*Allowance for impairment losses*
Beban lainnya	(3.201.764)	(65.635)	*Others expenses*
Rugi selisih kurs transaksi	(389.099)	(213.988)	*Losses from foreign exchange rate transactions*
Subjumlah	4.745.449	30.005.411	*Subtotal*
Jumlah	12.739.958	42.363.638	*Total*

32. PENDAPATAN KEUANGAN / *32. FINANCE INCOME*

	2024	2023	
Pendapatan bunga deposito	3.585.400	4.017.775	*Interest income from deposits*
Pendapatan jasa giro	513.478	1.045.854	*Income on current accounts*
Pendapatan bunga tabungan	16.356	34.882	*Saving interest income*
Jumlah	4.115.234	5.098.511	*Total*

33. BEBAN KEUANGAN / *33. FINANCE EXPENSES*

	2024	2023	
Beban bunga pinjaman bank	64.025.248	82.859.484	*Interest expense of bank loan*
Beban bunga sewa	9.926.358	9.767.278	*Interest expense of lease*
Beban bunga pasca tambang dan reklamasi	3.693.637	1.221.156	*Mine closure and reclamation interest expenses*
Beban bunga aset restorasi	1.207.933	1.659.352	*Restoration asset interest expense*
Beban bunga MTN	-	76.829	*Interest expense of MTN*
Beban bunga lainnya	-	3.022.733	*Other interest expenses*
Jumlah	78.853.176	98.606.832	*Total*

34. LABA PER SAHAM / *34. EARNINGS PER SHARE*

	2024	2023	
Laba yang dapat diatribusikan kepada pemilik entitas induk (dinyatakan dalam Rupiah)	129.254.003.793	121.570.941.446	*Profit attributable to the equity holders of parent entity (in full amount)*
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dasar	9.932.534.336	9.932.534.336	*Weight average number of ordinary shares for the computation of basic earnings per share*
Laba bersih per saham (Rupiah penuh)	13	12	*Net earnings 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.

35. TRANSAKSI DENGAN PIHAK BERELASI / *35. TRANSACTION WITH RELATED PARTIES*

Di bawah ini adalah ikhtisar saldo-saldo dan jumlah-jumlah transaksi dengan pihak berelasi:

Below are the summary of balances and transactions with related parties:

	2024	2023	
a. Kas dan setara kas			*a. Cash and cash equivalents*
Kas di bank			*Cash in bank*
Rupiah			*Rupiah*
PT Bank Negara Indonesia (Persero) Tbk	4.894.789	3.437.277	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	2.483.786	3.825.821	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1.732.226	344.003	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	14.332	155.488	*PT Bank Syariah Indonesia Tbk*
Subjumlah	9.125.133	7.762.589	*Subtotal*
USD			*USD*
PT Bank Negara Indonesia (Persero) Tbk	333.804	323.987	*PT Bank Negara Indonesia (Persero) Tbk*
Subjumlah	333.804	323.987	*Subtotal*
Jumlah	9.458.937	8.086.576	*Total*
Persentase terhadap jumlah aset	0,19%	0,17%	*Percentage to total assets*
b. Deposito berjangka			*b. Time deposits*
PT Bank Syariah Indonesia Tbk	-	70.000.000	*PT Bank Syariah Indonesia Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	20.000.000	-	*PT Bank Rakyat Indonesia (Persero) Tbk*
Jumlah	20.000.000	70.000.000	*Total*
Persentase terhadap jumlah aset	0,41%	1,43%	*Percentage to total assets*
c. Piutang usaha			*c. Trade receivables*
PT Semen Indonesia (Persero) Tbk	513.779.128	215.016.422	*PT Semen Indonesia (Persero) Tbk*
PT Solusi Bangun Indonesia Tbk	50.889.749	36.547.862	*PT Solusi Bangun Indonesia Tbk*
PT Semen Padang	18.621.766	74.145.832	*PT Semen Padang*
PT Pupuk Sriwidjaja	6.561.669	10.747.926	*PT Pupuk Sriwidjaja*
PT PLN Nusa Power	1.262.256	-	*PT PLN Nusa Power*
Jumlah	591.114.568	336.458.042	*Total*
Persentase terhadap jumlah aset	12,04%	6,93%	*Percentage to total assets*
d. Piutang lain-lain			*d. Other receivables*
PT Semen Indonesia (Persero) Tbk	10.891.654	-	*PT Semen Indonesia (Persero) Tbk*
PT Pertamina EP	362.325	3.039.239	*PT Pertamina EP*
PT Pupuk Sriwidjaja Palembang	286.359	-	*PT Pupuk Sriwidjaja Palembang*
PT Semen Padang	31.791	-	*PT Semen Padang*
PT Pertamina Hulu Energi Oses	-	93.886	*PT Pertamina Hulu Energi Oses*
Jumlah	11.572.129	3.133.125	*Total*
Persentase terhadap jumlah aset	0,24%	0,06%	*Percentage to total assets*

	2024	2023	
e. Aset keuangan lancar lainnya			*e. Other current financial assets*
PT Asuransi Jasa Indonesia (Persero)	972.087	972.087	*PT Asuransi Jasa Indonesia (Persero)*
PT Bank Mandiri (Persero) Tbk	108	94	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	16	16	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	-	6.225	*PT Bank Rakyat Indonesia (Persero) Tbk*
Jumlah	972.211	978.422	*Total*
Persentase terhadap jumlah aset	0,02%	0,02%	*Percentage to total assets*
f. Aset tidak lancar lainnya			*f. Other noncurrent assets*
PT Bank Mandiri (Persero) Tbk	99.885	99.885	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	50.000	50.000	*PT Bank Negara Indonesia (Persero) Tbk*
Jumlah	149.885	149.885	*Total*
Persentase terhadap jumlah aset	0,00%	0,00%	*Percentage to total assets*
g. Uang jaminan			*g. Cash deposits*
PT Perusahaan Listrik Negara (Persero)	17.868.608	17.861.760	*PT Perusahaan Listrik Negara (Persero)*
Persentase terhadap jumlah aset	0,36%	0,37%	*Percentage to total assets*
h. Utang usaha			*h. Trade payables*
PT Bukit Asam Tbk	41.347.454	19.284.059	*PT Bukit Asam Tbk*
PT Semen Indonesia (Persero) Tbk	19.122.637	3.938.093	*PT Semen Indonesia (Persero) Tbk*
PT Pos Logistik	15.267.319	32.282.116	*PT Pos Logistik*
PT Kereta Api Logistik	13.476.739	-	*PT Kereta Api Logistik*
PT Dahana (Persero)	11.565.218	6.106.942	*PT Dahana (Persero)*
PT Baturaja Daya Insani	8.958.223	8.050.119	*PT Baturaja Daya Insani*
PT Pasoka Sumber Karya	8.247.092	1.894.024	*PT Pasoka Sumber Karya*
PT Varia Usaha Lintas Segara	3.431.452	-	*PT Varia Usaha Lintas Segara*
PT Petrokimia Gresik	3.311.104	2.226.613	*PT Petrokimia Gresik*
PT Solusi Bangun Indonesia	2.694.444	-	*PT Solusi Bangun Indonesia*
PT Kereta Api Indonesia (Persero)	2.645.668	9.854.808	*PT Kereta Api Indonesia (Persero)*
Koperasi Konsumen Warga Semen Gresik	2.307.127	870.712	*Koperasi Konsumen Warga Semen Gresik*
Koperasi Karyawan Semen Baturaja	1.722.123	34.273	*Koperasi Karyawan Semen Baturaja*
PT Sucofindo (Persero)	1.409.629	80.260	*PT Sucofindo (Persero)*
PT Pelabuhan Tanjung Priok	1.221.372	1.379.662	*PT Pelabuhan Tanjung Priok*
PT Pertamina Persero	754.912	1.424.880	*PT Pertamina Persero*
PT Semen Padang	741.199	17.644.591	*PT Semen Padang*
PT Telemedia Dinamika Sarana	102.000	642.792	*PT Telemedia Dinamika Sarana*
PT Telekomunikasi Indonesia (Persero) Tbk	99.854	97.098	*PT Telekomunikasi Indonesia (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	734	29.236	*PT Bank Negara Indonesia (Persero) Tbk*
PT Semen Indonesia Logistik	-	2.769.581	*PT Semen Indonesia Logistik*
PT Indonesia Comnets Plus	-	17.600	*PT Indonesia Comnets Plus*
Subjumlah	138.426.300	108.627.459	*Subtotal*

	2024	2023	
Utang usaha terkait perjanjian *supplier finance*			*Trade payables under supplier finance arrangements*
PT Baturaja Daya Insani	16.755.392	12.631.415	*PT Baturaja Daya Insani*
PT Pasoka Sumber Karya	12.159.856	825.978	*PT Pasoka Sumber Karya*
Subjumlah	28.915.248	13.457.393	*Subtotal*
Jumlah	167.341.548	122.084.852	*Total*
Persentase terhadap jumlah liabilitas	10,21%	7,20%	*Percentage to total liabilities*
i. Utang lain-lain			*i. Other payable*
PT Semen Indonesia (Persero) Tbk	-	2.856.138	*PT Semen Indonesia (Persero) Tbk*
Persentase terhadap jumlah liabilitas	0,00%	0,17%	*Percentage to total liabilities*
j. Beban akrual			*j. Accrued expenses*
PT Perusahaan Listrik Negara (Persero)	18.939.390	25.853.989	*PT Perusahaan Listrik Negara (Persero)*
PT Bank Negara Indonesia (Persero) Tbk	665.191	913.624	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	184.775	258.860	*PT Bank Mandiri (Persero) Tbk*
Jumlah	19.789.356	27.026.473	*Total*
Persentase terhadap jumlah liabilitas	1,21%	1,59%	*Percentage to total liabilities*
k. Pinjaman bank			*k. Bank loans*
PT Bank Negara Indonesia (Persero) Tbk	378.237.899	483.903.592	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	105.066.083	134.417.665	*PT Bank Mandiri (Persero) Tbk*
Jumlah	483.303.982	618.321.257	*Total*
Persentase terhadap jumlah liabilitas	29,50%	1,59%	*Percentage to total liabilities*
l. Pendapatan			*l. Revenue*
PT Semen Indonesia (Persero) Tbk	1.825.110.115	1.394.682.014	*PT Semen Indonesia (Persero) Tbk*
PT Solusi Bangun Indonesia	136.157.295	60.685.879	*PT Solusi Bangun Indonesia*
PT Semen Padang	48.627.415	97.188.714	*PT Semen Padang*
PT Pupuk Sriwijaya *(White clay)*	18.887.872	32.913.628	*PT Pupuk Sriwijaya (White clay)*
Jumlah	2.028.782.697	1.585.470.235	*Total*
Persentase terhadap jumlah pendapatan	97,01%	77,69%	*Percentage to total revenue*

	2024	2023	
m. Pembelian produk dan jasa			*m. Purchase of goods and services*
PT Baturaja Daya Insani	25.713.615	-	*PT Baturaja Daya Insani*
PT Dahana (Persero)	11.565.218	6.106.942	*PT Dahana (Persero)*
PT Petrokimia Gresik	5.698.103	-	*PT Petrokimia Gresik*
PT Sucofindo (Persero)	1.409.629	64.900	*PT Sucofindo (Persero)*
PT Pelabuhan Tanjung Priok	1.221.372	1.379.662	*PT Pelabuhan Tanjung Priok*
PT Semen Padang	741.199	8.970.969	*PT Semen Padang*
PT Telkom Indonesia (Persero)	99.854	97.098	*PT Telkom Indonesia (Persero)*
PT Asuransi Jasa Indonesia (Persero)	-	3.572	*PT Asuransi Jasa Indonesia (Persero)*
PT Sucofindo Cabang Palembang	-	15.360	*PT Sucofindo Cabang Palembang*
Subjumlah	46.448.990	16.638.503	*Subtotal*
Pembelian bahan baku dan penunjang			*Purchase of raw material and supplies*
PT Bukit Asam Tbk	88.775.102	105.480.865	*PT Bukit Asam Tbk*
PT Dahana (Persero)	19.558.868	17.017.489	*PT Dahana (Persero)*
PT Pertamina Patra Niaga	9.559.755	5.991.780	*PT Pertamina Patra Niaga*
PT Petrokimia Gresik	7.741.134	12.497.442	*PT Petrokimia Gresik*
PT Industri Kemasan Semen Gresik	2.307.127	-	*PT Industri Kemasan Semen Gresik*
Subjumlah	127.941.986	140.987.576	*Subtotal*
Biaya angkutan material			*Transportation expenses for material*
PT Pos Logistik	42.857.122	60.851.917	*PT Pos Logistik*
PT Pasoka Sumber Karya	25.163.239	7.558.720	*PT Pasoka Sumber Karya*
PT Kereta Api Logistik	24.116.470	14.425.896	*PT Kereta Api Logistik*
PT Kereta Api Indonesia (Persero)	18.763.193	26.463.043	*PT Kereta Api Indonesia (Persero)*
Subjumlah	110.900.024	109.299.577	*Subtotal*
Pembelian logam mulia			*Purchase of Fine Gold*
PT Aneka Tambang (Persero)	1.965.278	-	*PT Aneka Tambang (Persero)*
Pembelian listrik			*Electricity purchase*
PT Perusahaan Listrik Negara (Persero)	198.801.177	201.463.633	*PT Perusahaan Listrik Negara (Persero)*
Jumlah	486.057.455	468.389.289	*Total*
Persentase terhadap jumlah beban pokok pendapatan	32,55%	33,56%	*Percentage to total cost of revenue*
n. Pendapatan (beban) lainnya			*n. Other income (expenses)*
Pendapatan royalti			*Royalty income*
PT Semen Padang	29.764	-	*PT Semen Padang*
Persentase terhadap jumlah pendapatan (beban) lainnya	0,23%	0,00%	*Percentage to total other income (expenses)*

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 follows:

Pihak yang berelasi/*Related parties*	Sifat berelasi/*Nature of relation*	Transaksi berelasi/*Transaction of relation*
PT Asuransi Jasa Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa asuransi/ *Purchase of Insurance*
PT Asuransi Jiwa IFG	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa asuransi/ *Purchase of Insurance*
PT Bank Mandiri (Persero) Tbk	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Penerimaan pinjaman/*Loan facility* Penempatan dana/*Placement of fund*
PT Bank Negara Indonesia (Persero) Tbk	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Penempatan dana/*Placement of fund* Penerimaan pinjaman/*Loan facility*
PT Bank Rakyat Indonesia (Persero) Tbk	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Penempatan dana/ *Placement of fund*
PT Bank Syariah Indonesia Tbk	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Penempatan dana/ *Placement of fund*
PT Bukit Asam Tbk	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian bahan bakar/ *Purchase of fuel*
PT Dahana (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian bahan baku/ *Purchase of raw material*
PT Kereta Api Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa angkutan/*Railway service* Sewa Tanah/*Land Rent*
PT Kereta Api Logistik	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa angkutan/ *Purchase of freight*
PT Pasoka Sumber Karya	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa angkutan/ *Purchase of freight*
PT Pelabuhan Tanjung Priok	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa angkutan/ *Purchase of freight*
PT Pertamina Bina Medika	*Perusahaan di bawah entitas pengendali/ Entities under common control*	*Pembelian bahan bakar / Purchase of coal*
PT Perusahaan Listrik Negara (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian energi listrik/ *Purchase of electricity*
PT Petrokimia Gresik	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian bahan baku/ *Purchase of raw material*
PT Pos Logistik	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa angkutan/ *Purchase of freight*
PT Semen Indonesia Distributor	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian bahan baku/ *Purchase of clinker*
PT Sucofindo (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa surveyor/ *Purchase of surveyor*
PT Surveyor Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa surveyor / *Purchase of surveyor*
PT Telkom Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa komunikasi/ *Purchase of communication services*
PT Varia Usaha Beton	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Penjualan semen/ *Sales of cement*
PT Wijaya Karya Beton Tbk	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa/ *Purchase of service*
DPLK BNI	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa asuransi / *Purchase of Insurance*

Pihak yang berelasi/*Related parties*	Sifat berelasi/*Nature of relation*	Transaksi berelasi/*Transaction of relation*
PT Indonesia Comnets Plus	Perusahaan di bawah entitas pengendali/ Entities under common control	Pembelian jasa IT/ Purchase of IT service
PT Sigma Cipta Caraka	Perusahaan di bawah entitas pengendali/ Entities under common control	Pembelian jasa IT/ Purchase of IT service
PT Telemedia Dinamika Sarana	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa IT/ *Purchase of IT service*
PT Pupuk Sriwidjaja Palembang	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pengelolaan limbah/ *Waste management*
Badan Penyelenggara Jaminan Sosial (BPJS)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa asuransi/ *Purchase of insurance*
Baturaja Daya Insani	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa tenaga kerja/ *Purchase of labor services*
PT Industri Kemasan Semen Gresik	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian bahan baku dan penunjang/ *Purchase of raw material and supplies*
Koperasi Karyawan Semen Baturaja	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa/ *Purchase of services*
PT Bio Farma (Persero)	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembalian jasa kesehatan/ *Purchase of health services*
Asuransi Kredit Indonesia	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa asuransi/ *Purchase of insurance*
PT Sucofindo Cabang Palembang	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa surveyor/ *Purchase of surveyor*
PT Varia Usaha Lintas Segara	Perusahaan di bawah entitas pengendali/ *Entities under common control*	Pembelian jasa angkutan/ *Purchase of freight*

36. IKATAN, PERJANJIAN DAN KONTINJENSI / *36. COMMITMENTS, AGREEMENTS AND CONTINGENCY*

a. Konsesi penambangan batu kapur / *a. Limestone mining concession*

No.	Surat keputusan/*Decree*			Period akhir/*End period*	Lokasi/*Location*
	Nomor/*Number*	Tanggal/*Date*	Oleh/*By*		
1	IUP OP No. 0346/DPMPTSP.V/V/2019	23 Maret/*March* 2010	Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/*Head of Investment Office and One-Stop Integrated Services*	22 Maret/*March* 2030	Kabupaten Ogan Komering Ulu, Provinsi Sumatera Selatan/*Ogan Komering Ulu District, South Sumatera*
2	IUP OP No. 269/DPMPTSP.V/VII/2017	28 Juli/*July* 2017	Gubernur Sumatera Selatan/ *Governor of South Sumatera*	27 Juli/*July* 2037	Kabupaten Ogan Komering Ulu, Provinsi Sumatera Selatan/*Ogan Komering Ulu District, South Sumatera*
3	IUP OP No. 236/KEP.KA.DPM-PTSP-6/IUP.OP/XI/2019	20 November/*November* 2019	Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/*Head of Investment Office and One-Stop Integrated Services*	18 November/*November* 2039	Kabupaten Sarolangun, Provinsi Jambi/ *Sarolangun District, Jambi*
4	IUP OP No. 302/KPTS/TAMBEN/2013	29 Juli/*July* 2013	Bupati Ogan Komering Ulu Selatan/*Regent of Ogan Komering Ulu Selatan*	28 Juli/*July* 2028	Kabupaten Ogan Komering Ulu Selatan, Provinsi Sumatera Selatan/*Ogan Komering Ulu Selatan District, South Sumatera*
5	IUP OP No. 0034/DPMPTSP.V/I/2020	23 Maret/*March* 2020	Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/*Head of Investment Office and One-Stop Integrated Services*	23 Maret/*March* 2030	Kabupaten Ogan Komering Ulu, Provinsi Sumatera Selatan/*Ogan Komering Ulu District, South Sumatera*
6	IUP OP No. 303/KPTS/TAMBEN/2013	29 Juli/*July* 2013	Bupati Ogan Komering Ulu Selatan/*Regent of Ogan Komering Ulu Selatan*	28 Juli/*July* 2028	Kabupaten Ogan Komering Ulu Selatan, Provinsi Sumatera Selatan/*Ogan Komering Ulu Selatan District, South Sumatera*
7	IUP OP No. 2202053216770010	11 September/ *September* 2023	Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/*Head of Investment Office and One-Stop Integrated Services*	10 September/*September* 2043	Kabupaten Ogan Komering Ulu, Provinsi Sumatera Selatan/*Ogan Komering Ulu District, South Sumatera*
8	IUP Eksplorasi No. 0707211/198/KEP.KA.DP M-PTSP-6/IUP/X/2020	18 Agustus/*August* 2023	Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/*Head of Investment Office and One-Stop Integrated Services*	18 Agustus/*August* 2030	Kabupaten Sarolangun, Provinsi Jambi/ *Sarolangun District, Jambi*

b. Fasilitas kredit

PT Bank Mandiri (Persero) Tbk

Perusahaan melakukan perjanjian kredit dengan PT Bank Mandiri (Persero) Tbk yang terdiri dari:

i. Fasilitas *non-cash Loan*

Pinjaman ini merupakan fasilitas *non-cash loan* yang diperoleh oleh Perusahaan dengan pagu maksimum USD 3.100.000 dari *limit Global Line* berdasarkan Perjanjian Kredit Modal Kerja Adendum ke-27 pada tanggal 31 Mei 2024 atas perjanjian No. KP-COD/04/PLC/2001, Akta No. 176 tanggal 31 Oktober 2001 dibuat di hadapan Machrani Moertolo Soenarto S.H., Notaris di Jakarta. Dengan jangka waktu fasilitas terhitung sejak tanggal 28 Juni 2024 sampai dengan 27 Juni 2025.

ii. Perjanjian Mandiri *Supplier Finance* (MSF)

Pada tanggal 27 Juni 2024, Induk Perusahaan melakukan perjanjian kerja sama dengan PT Bank Mandiri (Persero) Tbk berdasarkan Pernyataan Kembali Perjanjian Kerja Sama dengan PT Semen Indonesia (Persero) Tbk yang tercantum dalam perjanjian No.000727/KU/DP/50048620/ 2000/06.2024 dan PT Bank Mandiri (Persero) Tbk No.CBG.CB5/SIC4.PKS.270/ 2024 dengan jangka waktu fasilitas kredit ditetapkan terhitung mulai tanggal 28 Juni 2024 sampai dengan 27 Juni 2025.

PT Bank Negara Indonesia (Persero) Tbk

Pada tanggal 16 Mei 2024, Induk Perusahaan melakukan perjanjian kredit dengan PT Bank Negara Indonesia (Persero) Tbk yang terdiri dari:

i. Fasilitas LC/SKBDN

Pinjaman ini merupakan fasilitas nonkas *loan* yang diperoleh berdasarkan Perjanjian Fasilitas Kredit Tidak Langsung No.(6)001/BIN /PPFKTL/2020 tanggal 16 Mei 2024, fasilitas tersebut tanpa agunan *(negative pledge)* dengan jangka waktu fasilitas terhitung mulai 17 April 2024 sampai dengan 16 April 2025.

ii. Fasilitas *Open Account Financing*

Pinjaman ini merupakan fasilitas noncash *loan* yang diperoleh berdasarkan Perjanjian Fasilitas Kredit Tidak Langsung No.(6)001/BIN /PPFKTL/2020 tanggal 16 Mei 2024, fasilitas tersebut tanpa agunan *(negative pledge)* dengan jangka waktu fasilitas terhitung mulai 17 April 2024 sampai dengan 16 April 2025. Fasilitas digunakan untuk membayar tagihan pemasok yang telah direkomendasikan oleh entitas maksimal sesuai jangka waktu faktur yang telah ditetapkan entitas dan maksimal 90 hari kalender.

b. Credit facilities

PT Bank Mandiri (Persero) Tbk

The Company conducted a credit agreement with PT Bank Mandiri (Persero) Tbk consisting of:

i. Non-cash Loan Facility

This loan is a non-cash loan facility obtained by the Company with a maximum limit of USD 3,100,000 from the Global Line limit based on the 27th Addendum Working Capital Credit Agreement on May 31, 2024 under agreement No. KP-COD/04/PLC/2001, Deed No. 176 dated October 31, 2001 made before Machrani Moertolo Soenarto S.H., Notary in Jakarta. With the facility term starting from June 28, 2024 until June 27, 2025.

ii. Mandiri Supplier Finance Agreement

On June 27, 2024, the Company entered into a cooperation agreement with PT Bank Mandiri (Persero) Tbk based on the Restatement of Cooperation Agreement with PT Semen Indonesia (Persero) Tbk as stated in the agreement No.000727/KU/DP/50048620/2000/ 06.2024 and PT Bank Mandiri (Persero) Tbk No.CBG.CB5/SIC4.PKS.270/2024 with the term of the credit facility set from June 28, 2024 to June 27, 2025.

PT Bank Negara Indonesia (Persero) Tbk

On May 16, 2024, the Company entered into a credit agreement with PT Bank Negara Indonesia (Persero) Tbk which consists of:

i. LC/SKBDN Facilities

This loan is a non-cash loan facility obtained by the Company from the Global Line limit based on Indirect Credit Facility Agreement No. (6)001/BIN /PPFKTL/2020 dated May 16, 2024, the facility is without collateral (negative pledge) with the facility term starting from April 17, 2024 to April 16, 2025.

ii. Open Account Financing Facilities

This loan is a non-cash loan facility obtained from the Global Line limit based on Indirect Credit Facility Agreement No. (6)001/BIN /PPFKTL/2020 dated May 16, 2024, the facility is without collateral (negative pledge) with a facility period starting from April 17, 2024 to April 16, 2025. The facility is used to pay supplier bills that have been recommended by the entity in accordance with the maximum the invoice period that the entity has set and is a maximum of 90 calendar days.

iii. Fasilitas *Notional Pooling*

Pinjaman ini merupakan fasilitas *cash loan* yang diperoleh oleh Perusahaan berdasarkan Perjanjian Kerjasama Pelayanan Jasa Notional Pooling No. BNI: BIN/009/PKS/NP/2019 dan No. SI:0001624/KU/DP/50050429/2000/09/2019 beserta perubahannya dengan jangka waktu mulai 26 April 2024 sampai dengan 26 April 2025, fasilitas tersebut tanpa agunan *(negative pledge).*

iii. Notional Pooling Facility

This loan is a cash loan facility obtained by the Company based on the Notional Pooling Services Cooperation Agreement No. BNI: BIN/009/PKS/NP/2019 and No. SI:0001624/KU/DP/50050429/2000/09/2019 and its amendments with a period from April 26, 2024 to April 26, 2025, the facility is without collateral (negative pledge).

iv. Fasilitas Kredit Sindikasi *Sustainability Linked Loan*

Pada tanggal 28 Maret 2023 telah dilakukan penandatanganan perjanjian SLL dari PT Bank Negara Indonesia (Persero) Tbk merupakan refinancing pinjaman sindikasi Akta No.14 tanggal 16 Februari 2021 dengan jangka waktu 5 tahun sejak penandatanganan perjanjian kredit atau tanggal 23 Desember 2027 dan suku bunga JIBOR 3 bulan + marjin (*upfront fee*: 0,35% flat proporsional sesuai penarikan, dibayarkan saat maksimal satu hari sebelum tanggal penarikan fasilitas), fasilitas tersebut tanpa agunan (*negative pledge*).

iv. Sustainability Linked Loan Syndicated Credit Facility

On March 28, 2023, a SLL agreement was signed from PT Bank Negara Indonesia (Persero) Tbk, a syndicated loan refinancing Deed No. 14 dated February 16 2021 with a term of 5 years from the signing of the credit agreement or December 23, 2027 and an interest rate of JIBOR 3 month + margin (upfront fee: 0.35% flat proportional to withdrawal, payable a maximum of one day before the facility withdrawal date), the facility is without collateral (negative pledge).

PT Bank Rakyat Indonesia (Persero) Tbk

Fasilitas kredit jangka pendek dan *supply chain financing account payable*

Perusahaan menandatangani Penawaran Putusan Kredit No. 7 tanggal 13 September 2023 tentang perpanjangan fasilitas *Supply Chain Account Payable* (SCF AP) dengan jangka waktu kredit berlaku sampai 18 Agustus 2024, fasilitas tersebut tanpa agunan *(negative pledge)*.

Setelah berakhirnya perjanjian tersebut, Perusahaan mendapatkan fasilitas kredit dengan *limit Global Line* dengan jangka waktu kredit tanggal 16 Mei 2024 sampai dengan 15 Mei 2025 melalui Perjanjian Kredit Akta Nomor 11 Tanggal 16 Mei 2024 antara PT Bank Rakyat Indonesia (Persero) Tbk dan PT Semen Indonesia (Persero) Tbk.

PT Bank Rakyat Indonesia (Persero) Tbk

Short term credit facility and supply chain financing account payable

The Company signed Credit Verdict Offer No. 7 dated September 13, 2023, concerning the extension of the Supply Chain Account Payable (SCF AP) facility with a credit period valid until 18 August 2024, this facility is without collateral (negative pledge).

After the expiration of the agreement, the Company obtained a credit facility with a Global Line limit with a credit period of May 16, 2024 to May 15, 2025 through Deed of Credit Agreement Number 11 Dated May 16, 2024 between PT Bank Rakyat Indonesia (Persero) Tbk and PT Semen Indonesia (Persero) Tbk.

c. Perjanjian distributor tunggal

Pada tanggal 10 Maret 2023, Perusahaan menandatangani perjanjian dengan PT Semen Indonesia (Persero) Tbk, untuk menjalin kerja sama dengan menunjuk PT Semen Indonesia (Persero) Tbk sebagai distributor tunggal. Perjanjian ini berlaku dari tanggal 11 Maret 2023 sampai 10 Maret 2028.

c. Sole distributor agreement

On March 10, 2023, the Company signed an agreement with PT Semen Indonesia (Persero) Tbk, to establish cooperation by appointing PT Semen Indonesia (Persero) Tbk as the sole distributor. This agreement is valid from March 11, 2023 to March 10, 2028.

d. Perjanjian Royalty

Pada tanggal 28 Juni 2024, Perusahaan menandatangani Perjanjian Lisensi Merek dengan PT Semen Indonesia (Persero), PT Semen Padang, PT Semen Tonasa, PT Solusi Bangun Indonesia Tbk, PT Solusi Bangun Andalas, dan PT Semen Gresik. Perjanjian tersebut mengatur mengenai pemberian lisensi dari pemberi lisensi kepada penerima lisensi untuk mempergunakan merek dengan besaran 2,5% dikali harga jual. Perjanjian ini berlaku dari tanggal 28 Juni 2024 sampai 27 Juni 2029.

d. Royalty Agreement

On June 28, 2024, the Company signed a Trademark License Agreement with PT Semen Indonesia (Persero), PT Semen Padang, PT Semen Tonasa, PT Solusi Bangun Indonesia Tbk, PT Solusi Bangun Andalas, and PT Semen Gresik. The agreement regulates the granting of a license from the licensor to the licensee to use the trademark at a rate of 2.5% multiplied by the selling price. This agreement is valid from June 28, 2024 to June 27, 2029.

e. Klaim kerusakan gear box Tianjin Cement Industry & Research Institute Co., Ltd ("TCDRI")

Grup melakukan kerjasama pembangunan pabrik Baturaja II ("BTA II") dengan TCDRI pada tahun 2015. Pabrik BTA II selesai dibangun dan mulai beroperasi pada tahun 2017.

Pada 29 Maret 2019, muncul indikasi kerusakan pada *gear box* di pabrik BTA II. Terkait kerusakan tersebut, Grup mengajukan klaim sebesar Rp24.424.292 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.

Perusahaan telah melakukan upaya hukum di Badan Arbitrase Nasional Indonesia ("BANI"), bahwa pada tanggal 10 Agustus 2023 BANI telah mengeluarkan Putusan No. 45089/X/ARB-BANI/2022 yang pada pokoknya dalam pokok perkara menghukum termohon (TCDRI) untuk membayar ganti kerugian secara tunai dan sekaligus kepada Perusahaan senilai Rp13.180.237 dan EUR683.844.

Perusahaan menerima ganti kerugian secara tunai pada tanggal 8 Januari 2024 dan 14 Maret 2024 dengan total sebesar Rp7.430.748 dan EUR683.845 (setara dengan Rp11.720.768) sesuai dengan putusan No. 45089/X/ARD-BANI/2022.

e. 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 TCDRI in 2015. The BTA II factory was completed and started operations in 2017.

On March 29, 2019, there were indications of damage to the gear box at the BTA II factory. In relation to these damages, the Group submitted a claim amounting to Rp24,424,292 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.

The Company has taken legal action at the Indonesian National Arbitration Board ("BANI"), that on August 10, 2023 BANI has issued a Decision No. 45089/X/ARB-BANI/2022 which in essence in the main case punishes the respondent (TCDRI) to pay compensation in cash and at the same time to the Company amounting to Rp13,180,237 and EUR683,844.

The Company received cash compensation on January 8 and March 14, 2024 totaling to IDR7,430,748 and EUR683,845 (equivalent to IDR11,720,768) in accordance with decision No. 45089/X/ARD-BANI/2022.

37. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING / *37. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCY*

		2024		2023		
		Mata uang asing/ *Foreign currency*	Ekuivalen/ *equivalent*	Mata uang asing/ *Foreign currency*	Ekuivalen/ *equivalent*	
Aset						Assets
Kas dan setara kas	USD	20,65	333.804	21,02	323.987	*Cash and cash equivalents*

38. CATATAN ATAS LAPORAN ARUS KAS KONSOLIDASIAN / *38. NOTES TO CONSOLIDATED STATEMENTS OF CASH FLOWS*

Transaksi non-kas / ***Non-cash transactions***

Selama tahun berjalan, Grup melakukan aktivitas investasi non-kas yang tidak tercermin dalam laporan arus kas konsolidasian yaitu:

During the current year, the Group entered the following non-cash investing activities which are not reflected in the consolidated statements of cash flows:

	2024	2023	
Aktivitas investasi			*Investing activities*
Perolehan aset tetap melalui kenaikan utang lainnya dan beban akrual	38.373.555	15.759.865	*Acquisition of fixed assets through increasing of other payables and accrued expenses*
Perolehan aset dalam pembangunan melalui kenaikan utang lainnya dan beban akrual	65.735.149	44.152.453	*Acquisition of construction in progress through increasing of other payables and accrued expenses*
Perolehan aset takberwujud melalui kenaikan utang lainnya dan beban akrual	-	4.491.000	*Acquisition of intangible assets through increasing of other payables and accrued expenses*
Perolehan aset hak guna melalui liabilitas sewa	4.490.311	2.385.017	*Acquisition of right of use assets through of lease liabilities*

Rekonsiliasi liabilitas yang timbul dari kegiatan pembiayaan / ***Reconciliation of liabilities arising from financing activities***

Tabel di bawah ini merinci perubahan dalam liabilitas Grup yang timbul dari kegiatan pembiayaan, termasuk perubahan kas dan nonkas. Liabilitas yang timbul dari kegiatan pembiayaan adalah yang di mana arus kas, atau arus kas di masa depan akan, diklasifikasikan dalam laporan arus kas konsolidasian Grup sebagai arus kas dari kegiatan pembiayaan.

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	2024					
	Saldo awal/ *Beginning balance*	Arus kas/ *Cash flow*	Nonkas/ *Noncash*	Amortisasi/ *Amortization*	Saldo akhir/ *Ending balance*	
Pinjaman bank	772.370.005	(175.000.000)	-	8.518.640	605.888.645	*Bank loans*
Liabilitas sewa	119.385.893	(10.635.006)	4.490.311	9.926.286	123.167.484	*Lease liabilities*
Jumlah	891.755.898	(185.635.006)	4.490.311	18.444.926	729.056.129	*Total*

	2023					
	Saldo awal/ *Beginning balance*	Arus kas/ *Cash flow*	Nonkas/ *Noncash*	Amortisasi/ *Amortization*	Saldo akhir/ *Ending balance*	
Pinjaman bank	1.356.713.772	(595.561.458)	-	11.217.691	772.370.005	*Bank loans*
Liabilitas sewa	120.450.255	(13.216.657)	2.385.017	9.767.278	119.385.893	*Lease liabilities*
Jumlah	1.477.164.027	(608.778.115)	2.385.017	20.984.969	891.755.898	*Total*

39. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MODAL / *39. FINANCIAL INSTRUMENT, FINANCIAL RISK AND CAPITAL MANAGEMENT*

a. Kategori dan Kelas Instrumen Keuangan / *a. Categories and Classes of Financial Instruments*

	Aset keuangan pada biaya perolehan diamortisasi/ *Financial assets at amortized cost*	Aset keuangan pada nilai wajar melalui laba rugi/ Financial assets at *fair value through profit or loss*	Jumlah aset keuangan/ *Total financial assets*	
31 Desember 2024				*December 31, 2024*
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	29.843.338	-	29.843.338	*Cash and cash equivalents*
Piutang usaha				*Trade receivables*
Pihak berelasi	591.114.568	-	591.114.568	*Related parties*
Pihak ketiga	111.365.371	-	111.365.371	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak berelasi	11.572.129	-	11.572.129	*Related parties*
Pihak ketiga	1.541.100	-	1.541.100	*Third parties*
Aset keuangan lancar lainnya	1.007.484	-	1.007.484	*Other current financial assets*
ASET TIDAK LANCAR				***NONCURRENT ASSETS***
Penyertaan saham	-	25.000	25.000	*Investment in share*
Aset tidak lancar lainnya	54.409.166	-	54.409.166	*Other non-current assets*
Jumlah Aset Kuangan	**800.853.156**	**25.000**	**800.878.156**	***Total Financial Assets***

	Aset keuangan pada biaya perolehan diamortisasi/ *Financial assets at amortized cost*	Aset keuangan pada nilai wajar melalui laba rugi/ Financial assets at *fair value through profit or loss*	Jumlah aset keuangan/ *Total financial assets*	
31 Desember 2023				*December 31, 2023*
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	98.386.875	-	98.386.875	*Cash and cash equivalents*
Piutang usaha				*Trade receivables*
Pihak berelasi	336.458.042	-	336.458.042	*Related parties*
Pihak ketiga	122.511.356	-	122.511.356	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak berelasi	3.133.125	-	3.133.125	*Related parties*
Pihak ketiga	3.503	-	3.503	*Third parties*
Aset keuangan lancar lainnya	1.107.166	-	1.107.166	*Other current financial assets*
ASET TIDAK LANCAR				***NONCURRENT ASSETS***
Penyertaan saham	-	25.000	25.000	*Investment in share*
Aset tidak lancar lainnya	58.972.105	-	58.972.105	*Other non-current assets*
Jumlah Aset Kuangan	**620.572.172**	**25.000**	**620.597.172**	***Total Financial Assets***

	Liabilitas pada biaya perolehan diamortisasi/ *Liabilities at amortized cost*	
31 Desember 2024		*December 31, 2024*
LIABILITAS JANGKA PENDEK		***CURRENT LIABILITIES***
Utang usaha		*Trade payable*
Pihak berelasi	167.341.548	*Related parties*
Pihak ketiga	333.397.135	*Third parties*
Utang lain-lain		*Other payable*
Pihak berelasi	-	*Related parties*
Pihak ketiga	21.324.264	*Third parties*
Beban akrual	36.721.425	*Accrued expenses*
Pinjaman jangka panjang yang jatuh tempo dalam satu tahun:		*Long-term debt maturity in one year:*
Pinjaman bank	210.000.000	*Bank loans*
LIABILITAS JANGKA PANJANG		***NON-CURRENT LIABILITIES***
Pinjaman jangka panjang, setelah dikurangi bagian yang jatuh tempo dalam satu tahun:		*Debt - after deducting the portion that matures in one year*
Pinjaman bank	395.888.645	*Bank loans*
Jumlah Liabilitas Keuangan	**1.164.673.017**	***Total Financial Liabilities***

	Liabilitas pada biaya perolehan diamortisasi/ *Liabilities at amortized cost*	
31 Desember 2023		*December 31, 2023*
LIABILITAS JANGKA PENDEK		***CURRENT LIABILITIES***
Utang usaha		*Trade payable*
Pihak berelasi	122.084.852	*Related parties*
Pihak ketiga	295.274.230	*Third parties*
Utang lain-lain		*Other payable*
Pihak berelasi	2.856.138	*Related parties*
Pihak ketiga	47.193.592	*Third parties*
Beban akrual	39.577.964	*Accrued expenses*
Pinjaman jangka panjang yang jatuh tempo dalam satu tahun:		*Long-term debt maturity in one year:*
Pinjaman bank	175.000.000	*Bank loans*
LIABILITAS JANGKA PANJANG		***NON-CURRENT LIABILITIES***
Pinjaman jangka panjang, setelah dikurangi bagian yang jatuh tempo dalam satu tahun:		*Debt - after deducting the portion that matures in one year*
Pinjaman bank	597.370.005	*Bank loans*
Jumlah Liabilitas Keuangan	**1.279.356.781**	***Total Financial Liabilities***

b. Tujuan dan Kebijakan Manajemen Risiko Keuangan

Perusahaan terpengaruh risiko pasar, risiko kredit, dan risiko likuiditas. Manajemen menerapkan manajemen risiko atas risiko-risiko tersebut dengan melakukan evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk 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*.

Grup menentukan nilai wajar dari pinjaman bank serta utang bunga dan denda dengan mendiskontokan arus kas masa datang menggunakan suku bunga yang berlaku dari transaksi pasar yang dapat diamati untuk instrumen dengan persyaratan, risiko kredit dan jatuh tempo yang sama.

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.

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:

b. Financial Risk Management Policies and Objectives

The Group is influenced by market risk, credit risk and liquidity risk. Management applies risk management for such risks by evaluating the financial risks and the appropriate financial risk governance framework for the 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 Group determines fair values of loans from the bank as well as accrued interest and penalties are 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 Management applies policies of managing these risks which 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 following table demonstrate the sensitivity to a reasonably possible change in the foreign currency against the US Dollar with all other variables held constant, with the effect to the consolidated income before corporate income tax expense as follows:

	2024	2023	
Dampak terhadap laba sebelum beban pajak penghasilan			*Effect on income before income tax*
Perubahan tingkat pertukaran terhadap USD (1%)	2.604	2.527	*Change in exchange rate against Rupiah (1%)*
Perubahan tingkat pertukaran terhadap USD (-1%)	(2.604)	(2.527)	*Change in exchange rate against Rupiah (-1%)*

Risiko suku bunga atas arus kas

Risiko suku bunga atas arus kas merupakan suatu risiko di mana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Saat ini, Grup tidak mempunyai kebijakan untuk melindungi 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.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat suku bunga terhadap laba sebelum beban pajak penghasilan konsolidasian sebagai berikut:

Cash flows interest rate risk

Interest rate risk on cash flow represent a risk that the future cash flows of a financial instrument will fluctuate due to changes in market interest rate.

Currently, the 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.

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:

	2024	2023	
Dampak terhadap laba sebelum beban pajak penghasilan			*Effect on income before income tax*
Perubahan bunga pinjaman bank (1%)	6.264.250	8.014.250	*Change in loan interest rate (1%)*
Perubahan bunga pinjaman bank (-1%)	(6.264.250)	(8.014.250)	*Change in loan interest rate (-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.

Kebijakan manajemen dalam mengantisipasi risiko kredit yang timbul dari distributor adalah sebagai berikut:

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.

Grup meminimalkan risiko kredit aset keuangan seperti kas setara kas dengan mempertahankan saldo kas minimum dan memilih bank yang berkualitas untuk penempatan dana.

Credit risk

Credit risk is the loss risk that occurs in the Company as the result of defaulted from third parties. The third parties are referred to the distributors and counter parties that fail to fulfill their contractual obligations.

Management policies in anticipation of this credit risk arose from the distributors are as follows:

1. *The 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 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.*

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 di ungkapkan pada Catatan 5, 6, 7,11, dan 14. 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 5, 6, 7, 11, dan 14. There is no significant concentration of credit risk.

Risiko likuiditas

Liquidity risk

Risiko likuiditas adalah suatu risiko yang dapat terjadi di mana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek.

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 menunjukan 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/*December 31,* 2024			
	Kurang dari 1 tahun/ *Less than 1 year*	Di atas 1 tahun/ *Above 1 Year*	Jumlah/ *Total*	
Utang usaha	500.738.683	-	500.738.683	*Trade payables*
Utang lain-lain	21.324.264	-	21.324.264	*Other payables*
Beban akrual	36.721.425	-	36.721.425	*Accrued expenses*
Liabilitas sewa	11.431.499	249.503.286	260.934.785	*Lease liabilities*
Pinjaman bank jangka panjang	255.902.212	435.104.276	691.006.488	*Long-term bank loans*
Jumlah	826.118.083	684.607.562	1.510.725.645	*Total*

	31 Desember/*December 31,* 2023			
	Kurang dari 1 tahun/ *Less than 1 year*	Di atas 1 tahun/ *Above 1 Year*	Jumlah/ *Total*	
Utang usaha	417.359.082	-	417.359.082	*Trade payables*
Utang lain-lain	50.049.730	-	50.049.730	*Other payables*
Beban akrual	39.577.964	-	39.577.964	*Accrued expenses*
Liabilitas sewa	11.966.986	255.141.837	267.108.823	*Lease liabilities*
Pinjaman bank jangka panjang	241.071.681	689.266.824	930.338.505	*Long-term bank loans*
Jumlah	760.025.443	944.408.661	1.704.434.104	*Total*

Pengelolaan modal

Tujuan utama pengelolaan modal Grup adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

Grup disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman. Persyaratan permodalan eksternal tersebut telah dipenuhi oleh entitas terkait pada tanggal 31 Desember 2024 dan 2023. 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 Grup serta telah diputuskan pada Rapat Umum Pemegang Saham (RUPS).

Grup mengelola struktur permodalan dan melakukan penyesuaian, bila diperlukan, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Grup 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 2024 dan 2023.

Grup 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 Grup 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 dan liabilitas sewa pembiayaan.

Rasio pengungkit pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Capital management

The primary objective of the Group capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

Group 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, 2024 and 2023. In addition, the Company are also required by the Law No. 40 Year 2007 regarding Limited 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 Group and decided at the Annual General Meeting of Shareholders (AGMS).

Group 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, 2024 and 2023.

Group monitors its capital using gearing ratios, by dividing interest bearing loan to total equity attributable to equity holders of the parent entity. The Group's policy is to maintain its gearing ratio within the range of gearing ratios of the leading companies in Indonesia in order to secure access to finance at a reasonable cost. Including in interest bearing loan are bank loans and lease liabilities.

The gearing ratios as of December 31, 2024 and 2023 are as follows:

	2024	2023	
Pinjaman bank	605.888.645	772.370.005	*Bank loans*
Liabilitas sewa	123.167.484	119.385.893	*Lease liabilities*
Dikurangi: kas dan setara kas	(29.843.338)	(98.386.875)	*Less: cash and cash equivalents*
	699.212.791	793.369.023	
Total ekuitas yang dapat diatribusikan kepada pemilik entitas induk	**3.268.244.932**	**3.162.435.527**	*Total equity attributable to equity holders of the parent entity*
Rasio pengungkit (x)	0,21	0,25	*Gearing ratio (x)*

40. INFORMASI SEGMEN / *40. SEGMENT INFORMATION*

Segmen geografis / ***Geographical segments***

Tabel berikut menunjukkan distribusi dari aset dan pendapatan Grup berdasarkan segmen geografis:

The following table shows the distribution of the Group assets and revenue by geographical segment:

	2024	2023	
Aset			***Assets***
Sumatera Selatan	4.705.662.418	4.643.081.013	*South Sumatera*
Lampung	134.380.375	136.373.202	*Lampung*
Jambi	65.305.618	75.309.221	*Jambi*
Jakarta	2.338.434	1.967.202	*Jakarta*
Jumlah aset	**4.907.686.845**	**4.856.730.638**	***Total assets***

	2024	2023	
Pendapatan			***Revenue***
Pasar basis			***Basis market***
Sumatera Selatan	1.272.393.708	321.207.929	*South Sumatera*
Lampung	653.205.113	1.302.706.475	*Lampung*
	1.925.598.821	1.623.914.404	
Pasar nonbasis			***Nonbasis market***
Jambi	117.830.441	270.597.319	*Jambi*
Bengkulu	26.101.748	103.118.845	*Bengkulu*
Bangka Belitung	460.212	9.758.701	*Bangka Belitung*
	144.392.401	383.474.865	
Jumlah penjualan semen	2.069.991.222	2.007.389.269	*Total sales of cement*
Penjualan *white clay*			*Sales of white clay*
Sumatera Selatan	18.887.872	32.913.628	*South Sumatera*
Jumlah penjualan *white clay*	18.887.872	32.913.628	*Total sales of white clay*
Penjualan *limestone*			*Sales of limestone*
Sumatera Selatan	455.143	-	*South Sumatera*
Jumlah penjualan batukapur	455.143	-	*Total sales of limestone*
Jasa angkutan dan lainnya			***Transportation services and others***
Sumatera Selatan	2.018.031	376.493	*South Sumatera*
Total jasa angkutan dan lainnya	2.018.031	376.493	*Total transportation services and others*
Jumlah pendapatan	2.091.352.268	2.040.679.390	*Total revenue*

41. INFORMASI KEUANGAN TAMBAHAN ATAS LAPORAN KEUANGAN

Informasi keuangan tersendiri entitas induk setelah halaman ini menyajikan informasi laporan posisi keuangan, laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas. Informasi keuangan tersendiri entitas induk disajikan setelah halaman ini. Informasi laporan keuangan induk tersendiri mengikuti kebijakan akuntansi yang digunakan dalam penyusunan laporan keuangan konsolidasian seperti yang dijelaskan dalam Catatan 3, kecuali untuk investasi pada entitas anak yang dicatat menggunakan metode biaya.

41. SUPPLEMENTARY FINANCIAL INFORMATION

The financial information of the parent entity only in the following pages presents statements of financial position, statements of profit or loss and other comprehensive income, statements of changes in equity, and statements of cash flows. The financial information of the parent entity only follows the accounting policies used in the preparation of the consolidated financial statements that are described in Note 3, except for the investment in subsidiaries which are accounted for using the cost method.

42. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Penyusunan dan penyajian wajar laporan keuangan konsolidasian merupakan tanggung jawab manajemen dan telah disetujui oleh Direktur untuk diterbitkan pada tanggal 25 Maret 2025.

42. MANAGEMENT'S RESPONSIBILITY AND APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The preparation and fair presentation of the consolidated financial statements were the responsibility of the management and were approved by the Directors and authorized for issuance on March 25, 2025.

****

	31 Desember/ *December 31,* 2024	31 Desember/ *December 31,* 2023	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan setara kas	24.736.439	97.143.131	*Cash and cash equivalents*
Piutang usaha			*Trade receivables*
Pihak berelasi	714.644.087	477.359.809	*Related parties*
Pihak ketiga	107.540.168	120.033.928	*Third parties*
Piutang lain - lain			*Other receivables*
Pihak berelasi	648.684	3.133.125	*Related parties*
Pihak ketiga	10.958.780	3.503	*Third parties*
Persediaan	235.780.093	244.807.477	*Inventories*
Pajak dibayar dimuka	8.250.991	2.430.101	*Prepaid taxes*
Biaya dibayar dimuka	833.056	1.866.055	*Prepaid expenses*
Uang muka	2.840.030	1.857.546	*Advances*
Aset keuangan lancar lainnya	2.325.946	2.424.127	*Other current financial assets*
Jumlah Aset Lancar	**1.108.558.274**	**951.058.802**	***Total Current Assets***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Penyertaan saham	40.000.000	40.000.000	*Investment in share*
Aset tetap	3.769.848.274	3.884.047.598	*Fixed assets*
Aset takberwujud	8.922.442	11.916.438	*Intangible assets*
Aset tidak lancar lainnya	56.832.413	59.420.608	*Other non-current assets*
Jumlah Aset Tidak Lancar	**3.875.603.129**	**3.995.384.644**	***Total Non-current Assets***
JUMLAH ASET	**4.984.161.403**	**4.946.443.446**	***TOTAL ASSETS***

	31 Desember/ *December 31,* 2024	31 Desember/ *December 31,* 2023	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha			*Trade payables*
Pihak berelasi	176.848.150	143.319.531	*Related parties*
Pihak ketiga	327.312.561	291.734.046	*Third parties*
Utang lain-lain			*Other payables*
Pihak berelasi	-	2.856.138	*Related parties*
Pihak ketiga	13.224.215	47.149.854	*Third parties*
Utang pajak	25.819.344	25.994.103	*Taxes payable*
Beban akrual	38.721.211	36.016.925	*Accrued expenses*
Pinjaman jangka panjang yang			*Long-term debt maturity*
Jatuh tempo dalam satu tahun:			*in one year:*
Pinjaman bank	210.000.000	175.000.000	*Bank loans*
Liabilitas sewa	4.529.410	9.244.710	*Lease liabilities*
Liabilitas imbalan kerja jangka pendek	23.918.450	13.227.452	*Short-term employee benefits liabilities*
Jumlah Liabilitas Jangka Pendek	**820.373.341**	**744.542.759**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITIES***
Pinjaman jangka panjang, setelah			
Dikurangi bagian yang jatuh tempo			*Long-term debt - after deducting*
dalam satu tahun:			*the portion that matures in one year:*
Pinjaman bank	395.888.645	597.370.005	*Bank loans*
Liabilitas sewa	120.615.666	110.066.183	*Lease liabilities*
Liabilitas pajak tangguhan	166.289.452	128.019.117	*Deferred tax liabilities*
Liabilitas imbalan kerja jangka panjang	79.501.533	75.493.188	*Long-term employee benefit liabilities*
Provisi jangka panjang	54.530.790	51.437.752	*Long-term provision*
Jumlah Liabilitas Jangka Panjang	**816.826.086**	**962.386.245**	***Total Non-current Liabilities***
JUMLAH LIABILITAS	**1.637.199.427**	**1.706.929.004**	***TOTAL LIABILITIES***
Modal saham			*Share capital*
Modal dasar 30.000.000.000			*Authorized 30,000,000,000*
lembar saham biasa, modal			*common shares, issued*
ditempatkan dan disetor penuh			*fully paid-up*
sebesar 9.932.534.336			*capital 9,932,534,336*
lembar saham dengan nilai nominal			*shares with per par value Rp100*
Rp100 per lembar saham	993.253.434	993.253.434	*per share*
Tambahan modal disetor	1.270.606.785	1.270.606.785	*Additional paid-in capital*
Saldo laba	1.158.909.194	1.052.338.201	*Retained earnings*
Kerugian komprehensif lain	(75.807.437)	(76.683.978)	*Other comprehensive loss*
JUMLAH EKUITAS	**3.346.961.976**	**3.239.514.442**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**4.984.161.403**	**4.946.443.446**	***TOTAL LIABILITIES AND EQUITY***

PT SEMEN BATURAJA Tbk
INFORMASI TAMBAHAN
ENTITAS INDUK TERSENDIRI
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2024
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT SEMEN BATURAJA Tbk
SUPPLEMENTARY INFORMATION
PARENT ENTITY ONLY
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
DECEMBER 31, 2024
(Expressed in thousand of Rupiah, unless otherwise stated)

	2024	2023	
PENDAPATAN	**2.029.237.840**	**2.006.153.442**	***REVENUE***
BEBAN POKOK PENDAPATAN	**(1.430.325.438)**	**(1.364.169.127)**	***COST OF REVENUE***
LABA KOTOR	**598.912.402**	**641.984.315**	***GROSS PROFIT***
Beban penjualan	(164.002.666)	(203.103.200)	*Selling expenses*
Beban umum dan administrasi	(194.525.485)	(225.324.433)	*General and administrative expenses*
Pendapatan lainnya	6.222.310	37.726.527	*Other income*
Pendapatan keuangan	4.098.878	5.036.590	*Finance income*
Beban keuangan	(78.990.406)	(98.414.036)	*Finance expenses*
LABA SEBELUM PAJAK PENGHASILAN	**171.715.033**	**157.905.763**	***PROFIT BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	**(40.829.852)**	**(38.836.849)**	***INCOME TAX EXPENSE***
LABA TAHUN BERJALAN	**130.885.181**	**119.068.914**	***PROFIT FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasikan ke laba rugi			*Items that will not be reclassified to profit or loss*
Pengukuran kembali program imbalan pasti	1.123.770	(19.875.150)	*Remeasurement of defined benefit program*
Pajak penghasilan terkait	(247.229)	4.372.533	*Related income tax*
Jumlah penghasilan (kerugian) komprehensif lain tahun berjalan setelah pajak	876.541	(15.502.617)	*Total other comprehensive income (loss) for the year, after tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**131.761.722**	**103.566.297**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Penghasilan komprehensif lain - tidak direklasifikasi ke laba rugi/ *Other comprehensive income - not reclassified to profit or loss*	Saldo laba/ *Retained earnings*		Jumlah ekuitas/ *Total equity*	
				Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*		
Saldo per 1 Januari 2023	993.253.434	1.270.606.785	(61.181.361)	1.067.069.002	(114.834.534)	3.154.913.326	*Balance as of January 1, 2023*
Penurunan pencadangan saldo laba yang telah ditentukan penggunaannya	-	-	-	(123.285.465)	123.285.465	-	*Decrease in appropriated retained earnings*
Laba tahun berjalan	-	-	-	-	119.068.914	119.068.914	*Profit for the year*
Dividen	-	-	-	-	(18.965.181)	(18.965.181)	*Dividends*
Penghasilan komprehensif lain tahun berjalan	-	-	(15.502.617)	-	-	(15.502.617)	*Other comprehensive income for the year*
Saldo per 31 Desember 2023	993.253.434	1.270.606.785	(76.683.978)	943.783.537	108.554.664	3.239.514.442	*Balance as of December 31, 2023*
Kenaikan pencadangan saldo laba yang telah ditentukan penggunaannya	-	-	-	84.240.465	(84.240.465)	-	*Increase in appropriated retained earnings*
Laba tahun berjalan	-	-	-	-	130.885.181	130.885.181	*Profit for the year*
Dividen	-	-	-	-	(24.314.188)	(24.314.188)	*Dividends*
Penghasilan komprehensif lain tahun berjalan	-	-	876.541	-	-	876.541	*Other comprehensive income for the year*
Saldo per 31 Desember 2024	993.253.434	1.270.606.785	(75.807.437)	1.028.024.002	130.885.192	3.346.961.976	*Balance as of December 31, 2024*

	2024	2023	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan	1.804.447.322	1.802.569.650	*Receipt from customers*
Pembayaran kas kepada pemasok	(1.363.790.013)	(1.216.893.573)	*Payments to suppliers*
Pembayaran kas kepada karyawan	(211.825.724)	(185.955.785)	*Payments to employees*
Pembayaran bunga keuangan	(64.446.289)	(106.732.345)	*Payment of finance interest*
Penerimaan atas klaim	19.151.516	-	*Receipt from claims*
Penerimaan bunga	4.122.379	5.036.590	*Interest income receipt*
Penerimaan restitusi pajak	-	2.295.323	*Receipt from tax refunds*
Pembayaran pajak penghasilan badan	(8.980.118)	(2.430.101)	*Payment corporate of income tax*
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	178.679.073	297.889.759	*Net Cash Flows Provided by Operating Activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penempatan deposito berjangka yang dibatasi penggunaannya	(14.581.729)	-	*Placement of restricted time deposit*
Pembelian aset tetap	(17.157.915)	(37.499.755)	*Acquisition of fixed assets*
Pembelian aset takberwujud	(79.500)	(5.566.827)	*Purchase of intangible assets*
Aset dalam pembangunan	(20.131.637)	(59.873.094)	*Construction in progress*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	(51.950.781)	(102.939.676)	*Net Cash Flows used in Investing Activities*
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman bank	-	901.425.000	*Receipt of bank loan*
Pembayaran pinjaman bank	(175.000.000)	(1.490.545.571)	*Payment of bank loan*
Pembayaran dividen	(24.314.188)	(18.965.181)	*Payment of dividends*
Pembayaran liabilitas sewa	(708.720)	(3.449.379)	*Payment of lease liabilities*
Arus Kas Bersih Digunakan untuk Aktivitas pendanaan	(200.022.908)	(611.535.131)	*Net Cash Flows used in Financing Activities*
PENURUNAN BERSIH KAS DAN SETARA KAS	**(73.294.616)**	**(416.585.048)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
PENGARUH PERUBAHAN SELISIH KURS TERHADAP KAS DAN SETARA KAS	**887.924**	**(76.829)**	***EFFECTS OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**97.143.131**	**513.805.008**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**24.736.439**	**97.143.131**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

PT Semen Baturaja Tbk
Kantor Pusat
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang 30258, Sumatera Selatan
Telp. +62 711 - 511261

Pabrik Baturaja
Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telp. +62 735 - 320344, 320366, 320368

Pabrik Panjang
Jl. Yos Sudarso KM 7 Panjang
Bandar Lampung 35243
Telp. +62 721 - 31718, 31818, 31538

Kantor Perwakilan Jakarta
Gedung Graha Irama Lt. 9 Blok B & C
Jl. H. R. Rasuda Said Kav. 10, Jakarta 12950
Telp. +62 21 - 5261113, 5261114

www.semenbaturaja.co.id

2024

Laporan Tahunan
Annual Report

PT SEMEN BATURAJA Tbk

STEPPING RESILIENTLY TO ACHIEVE A BRILLIANT FUTURE

PT SEMEN BATURAJA Tbk

KANTOR PUSAT & PABRIK PALEMBANG
Jl. Abikusno Cokrosuyoso Kertapati
Palembang – 30258
P.O. Box 1175 Palembang – 30001

Contacts
Telepon : (62) – 711 – 511261 (Hunting)
Fax : (62) – 711 – 512126
email : corsec@semenbaturaja.co.id
website : www.semenbaturaja.co.id

KANTOR PERWAKILAN JAKARTA
Graha Irama Lt. 11 Blok F
Jl. H. R. Rasuna Said Kav. 10
Jakarta 12950 Indonesia.

Contacts
Telepon : (62) – 21 – 5261113, 5261114
Fax : (62) – 21 – 5261411
Email : corsec@semenbaturaja.co.id